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A VERTICALLY INTEGRATED MANPOWER MANAGEMENT MODEL  
FOR  
MILITARY VETERINARY SERVICES

A GRADUATE RESEARCH PROJECT  
SUBMITTED TO THE FACULTY OF BAYLOR UNIVERSITY  
IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE  
OF  
MASTERS OF HEALTH ADMINISTRATION

BY  
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1 JULY 1985

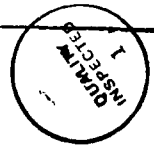
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### APPENDIX

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# A VERTICALLY INTEGRATED MANPOWER MANAGEMENT MODEL FOR MILITARY VETERINARY SERVICES

## CHAPTER I INTRODUCTION

### PURPOSE

To identify a potential problem or need, one must seek to understand why we have what is there today, and what forces are affecting the maintenance of those conditions. This chapter will discuss the development of this concept for a vertically integrated veterinary service manpower management model research project.

### JUSTIFICATION

The existing U.S. Army manpower management systems for Veterinary Services provide multiple methodologies for performance assessment, to include:

1. The Department of the Army Force Development personnel have been utilizing three established (circa 1974) manpower measurement "yardsticks" to determine veterinary service staffing needs based on historical workload data (extract of old staffing guides provided at Appendix A). The "yardsticks" provided by the Department of the Army Pamphlet 570-557 provide three measurements

for determining local veterinary staffing requirements: military personnel assigned (ignoring civilians and total requirements), millions of pounds of subsistence inspected (ignoring workload mix, subsistence not inspected, or additional duties), and animal care units (a term that is not defined or established).

2. For the past few years, the Army Comptrollers have been monitoring the cost per functional area, as utilized and reported in daily operations. The Uniform Chart of Accounts (UCA) is designed to provide this fractionated cost data, although there has been only a single Veterinary Service identification code (FBD) established for the last five (5) years.

3. The Army Personnel Offices have been monitoring the manhours expended per function, in accordance with the formal Uniform Staffing Methodologies (USM). This three-year-old system provides only three general categories of manhour data for the Veterinary Services: FBDA for command/control/administration, FBDB for food inspection duties, and FBDC for animal health care duties. In contrast, Chapter 3, Health Services Command Regulation 40-28 (extract provided in Appendix B), provides the Deputy Commander for Veterinary Services in excess of thirty supplemental codes for each duty position (MOS), to assist in manhour-to-function workload reporting and analysis at the local level.

4. The traditional Department of the Army Veterinary Service workload measurements are reported monthly and monitored quarterly

by the Surgeon General's Office utilizing the Department of the Army Form 2651 (sample provided in Appendix C). Detailed reporting is required by Army Regulation 40-658, although the majority of the data reported have not been utilized for evaluation purposes above the installation level.

5. Quarterly Command Performance Summaries are published by the U.S. Army Health Services Command, and the Veterinary Services report six indicators: total sanitary inspections, pounds of food inspected, immunizations, strays impounded, zoonotic diseases diagnosed, and quality audits directed by the Defense Logistics Agency. An example is provided at Appendix D. These factors do not match any of the previous four measurement groupings.

6. During the quad-service consolidation of veterinary service support responsibilities, staffing decisions were made for Navy, Air Force, and Marine Corps installations for which no previous workload data history had been captured; input demands and needs were forecasted and compared to other installations to determine equitable staffing patterns within the limited resources available. The methodology and data base are provided at Appendix E, and show no similarity to any of the previous five systems mentioned.

It is apparent that the current data reporting systems have been additive, and the reporting has proliferated into redundant inputs and conflicting data bases due to the multiple

uncoordinated reporting requirements. The data sources need to be compared for compatability and usefulness, and redundant data reporting eliminated. If the existing multiple data bases were evaluated as having a single goal, that is, effective manpower management, then the multiple tasking requirements would need reassessment for correlations and need, and a single system should emerge. A vertical integration of the existing data bases would not only alleviate the current dissatisfaction with the disjointed reporting systems, but should reduce data accumulation requirements for workload reporting while increasing data applicability to performance measurements and productivity factors. An initial concept is diagrammatically shown at Figure 1.

#### STATEMENT OF RESEARCH PROJECT

Develop a model for vertically integrating the existing military Veterinary Service manpower management systems.

#### OBJECTIVES

1. Collect the data bases of representative accumulated workload data required by Uniform Staffing Methodology and Department of the Army Form 2651 from the thirty eight MEDDAC/MEDCEN (Medical Activities/Medical Centers) Veterinary Services, and from the 1979 Veterinary Corps Composite Unit Study.
2. Provide the content of the data bases to the U.S. Army Health Care Studies Productivity Study Group for evaluation of usefullness, identification of redundancies, and development of

methodologies for data hierarchy and summary, appropriate to the level where it is to be utilized.

3. Evaluate the Uniform Staffing Methodologies (USM) and Uniform Chart of Accounts (UCA) systems (process evaluation tools) and integrate the systems into a single reporting process, Uniform Chart of Accounts-Personnel (UCAPERS); it should be compatible with APORS (Army Performance Oriented Review) and MS3 (Manpower Staffing Standard System) requirements and definitions.

4. Use the veterinary consolidation staffing requirement methodology (input evaluation tools), that include factors that are independent of the Branch of Service, installation supported, or the existing staffing, yet are considered responsive to the catchment area needs/demands, as the basis for standardizing definitions and categories that are compatible with the UCAPERS system.

5. Utilize the existing workload reporting system (output evaluation tools) required by AR 40-658 (DA Form 2651) to develop performance and productivity evaluation methodologies.

6. Define a model that vertically integrates all relevant factors into a sequence that meets the effectiveness criteria listed herein.

7. Develop a feedback/control management system (outcome evaluation tools) that can be used to monitor/evaluate the vertically integrated systems.

### CRITERIA

1. Reporting requirements must reduce the number of elements currently being reported (efficiency factor).
2. Model must integrate or sequence the majority of the factors between two or more steps of the final model (input, process, output, outcome) (compatibility factor).

### SUBSEQUENT EVENTS EXPECTED (Not essential for completion of this project)

1. Model concept must get concurrence by not less than 50 percent of the Deputy Commanders for Veterinary Services in attendance at the Spring 1985 Regional Conference (acceptance factor).
2. HSC Veterinary Services Directorate must concur with the model concept as an improvement (effectiveness factor), before the Chapter 3, HSC Reg 40-28, revision may be published.

### ASSUMPTIONS

1. Manpower availability will not radically change.
2. Fiscal resource availability will remain proportionate to other elements of the MEDDAC/MEDCEN, thereby eliminating artificial limitations.
3. Data bases provided by field elements are in fact representative of the catchment areas and future workload distribution.
4. There will be no major restructuring of the Veterinary Services DoD mission.

### LIMITATIONS

1. Full testing of the model in the field can not occur until after FY 85, due to approval and concurrence requirements within the DoD system. Pilot testing of specific individual elements will be initiated and monitored if HSC concurrence occurs within the project time frame.
2. There is inadequate data to establish an initial base year standard for comparability studies and adjustment of weighting factors. This essential element will require additional research and analysis.
3. The study is based primarily upon elements of the U.S. Army Health Services Command, which include only a few overseas locations; applicability to overseas elements may require local adaptation.

### RESEARCH METHODOLOGY

1. The 1979 Veterinary Corps Composite Unit Study (VECCUS) was researched and the final extract is provided in Appendix G.
2. Existing workload data was acquired for Health Services Command (HSC) elements. The DA Form 2651 submissions on file at HQ, HSC were one primary data source. For USM data not on file at the HSC HQ, a formal request was made to each Deputy Commander for Veterinary Services for copies of already existing USM data.



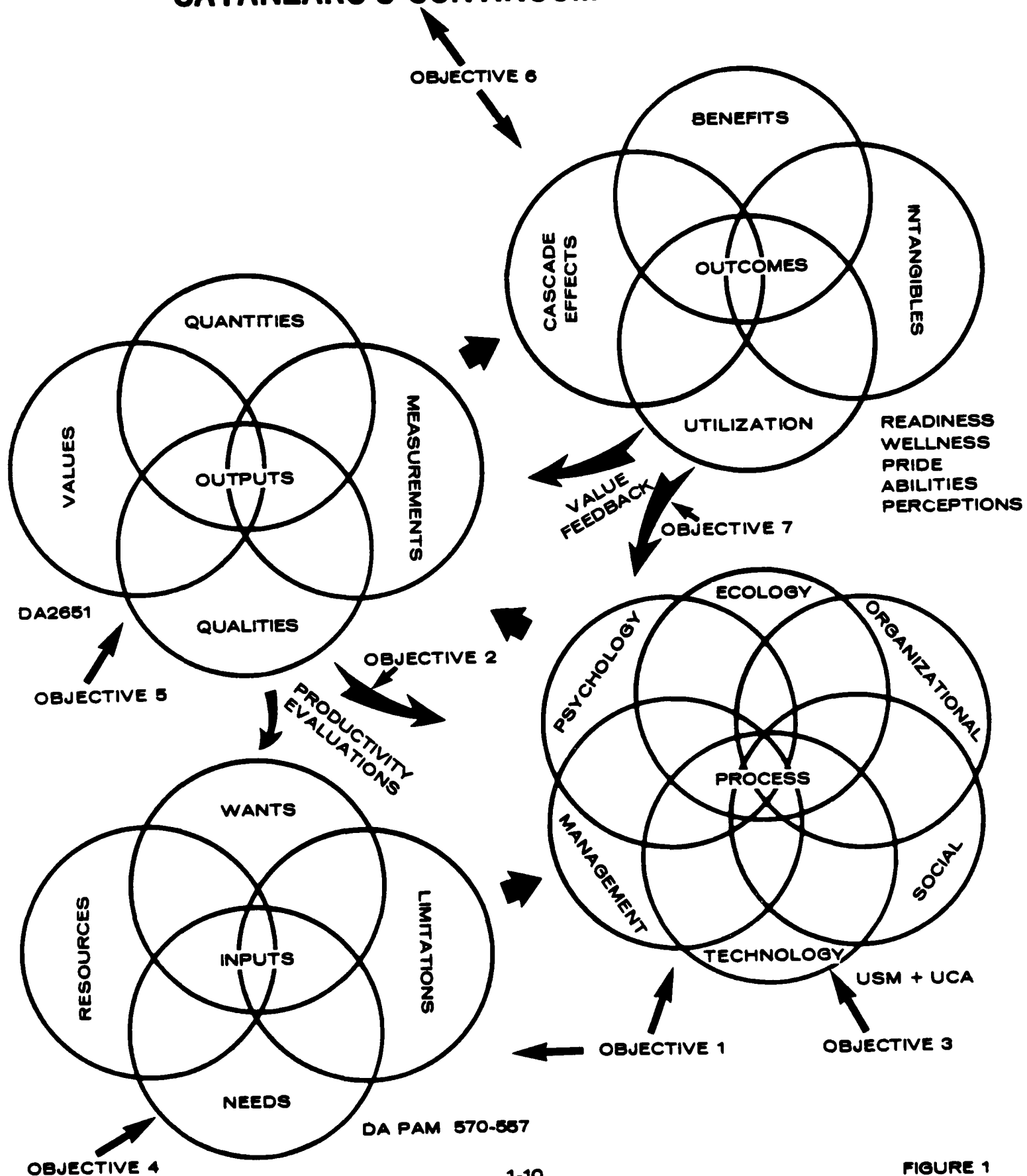
3. Data summary and categorization are occurring in accordance with the existing reporting systems. Health Care Studies Productivity Study Group has been requested to provide analysis of different input groupings to determine their compatability with the revised staffing guides in Appendix H. This data was also used to develop a standardized set of definitions, applicable to all parts of the model.
4. The Veterinary Service UCAPERS Program (Appendix I) was revised/updated and an appropriate issue paper is being submitted to DoD for new/additional UCA codes (DoD Dir 6010.11M). This needed to be done to better identify equitability of support between services as well as to monitor workload efficiencies.
5. The standardized TDA (Appendix J) was finalized, utilizing standardized definitions compatible with other elements within the vertically integrated model; definitions were reviewed and correlated and are provided in Appendix F.
6. Utilizing antedotal information (HSC Manpower Survey Team reports), initial estimates of staffing needs for Veterinary Services were established; after the test phase, the initial staffing estimates will be compared to the various characteristics of the catchment area, utilizing analysis techniques compatible with the Health Care Studies Productivity Study Group ADP procedures (Figure 3, page 41).
7. Implementing instructions for the Veterinary Standardization

Regulation (Chapter 3, HSC Reg 40-28) were drafted that provide feedback and control mechanisms for middle and executive managers.

8. The initial conceptual model was modified and its elements reorganized into a a vertically integrated model (Figure 4, page 45). It was submitted to the Regional Conference of Veterinary Consultants and Deputy Commanders for concept concurrence.

(Acceptance of the model is not required for completion of this research). The response at the May Conference of the Veterinary Consultants was gratifying and their thoughts could generally be summarized as, "If we need to keep all this administrative proof (USM, UCA, etc) of our performance, your system (pg 45) is the way to go."

# CATANZARO'S CONTINUUM



## CHAPTER II

### DISCUSSION OF PREVIOUS ACTIONS

To understand and plan for the future, we must learn from the past. This chapter will provide my analysis of the historically significant veterinary manpower events, to include interrelationships needed for the development of a vertically integrated manpower management model for veterinary services in the military.

#### YARDSTICKS

In 1974, the "new" yardsticks for the Veterinary Services were published, formalizing a procedure that had always existed. Traditionally, the rule of thumb for subsistence inspection has been: one man in the continental United States (CONUS) does a million pounds per month, and one man outside the continental United States (OCONUS) does 600,000 pounds per month. In conversations with senior officers of the Veterinary Corps, these "ball park" gut-feelings were the basis for the "new" staffing guide for food inspection requirements (Table 557-212). The animal support staffing (Table 557-213) was by "local appraisal", and the supervision (Table 557-211) was by the number of military assigned (not required). Since this was before Mr. McNamara's (Secretary of Defense, circa 1975) civilianization of the DoD

workforce, the adjustment for civilians was never included in the veterinary tables.

In 1977, the tables (Appendix A) were revised; that meant the grade structures were modified slightly and the "local appraisal" for animal support was replaced by the Animal Care Unit (ACU), but only for CONUS. The ACU came from the HSC Veterinary Activities Report, HSC Form 196-R, a form made by HSC to duplicate the DA Veterinary Activities Report, DA Form 2651 (Appendix C), yet allow monthly reporting instead of the quarterly requirement of the DA Form 2651. The work output categories were identical, although the spaces on the HSC Form 196-R were rearranged. The ACU workload output factors were selected by political inspection, rather than statistical analysis. That is, factors that appeared significant to justify the mission to Congressional inquiries were selected, and the raw figure totals were added and used to establish ranges for the staffing guides to meet already existing manpower allocations and dispersions.

Soon thereafter, the HSC Form 196-R was discontinued, but the "ACU" continued to be quoted for animal support service staffing requirements. Interestingly, field inquiries have disclosed that the "ACU" used during recent (1981 to present) Manpower Surveys varied from MEDDAC (Medical Department Activity) to MEDDAC, often being adjusted by the Deputy Commander for Veterinary Activities

to include more factors and reflect larger raw numbers, thus justifying more manpower requirements. The "poundage" was likewise being increased in certain MEDDAC veterinary services using unauthorized methods, like counting beverage poundage or counting loads twice by listing the same inspection under two different classes of inspection. This was the result of the Army's great 1977 yardstick revision effort; work output determines staffing. It was never explained how to account for workload not performed due to inadequate staffing, or how to adjust for the ever-increasing requirement to complete more paperwork for each and every inspection. The cause (unrealistic "yardsticks") and effect (padded workload output reports) were never addressed and the 1977 revised staffing guides are still in use today.

#### VCCU

In 1979, LTC Tommy S. Armstrong, VC, and Dr. A. David Mangelsdorff, concluded a two year research study attempting to identify a Veterinary Corps Composite Unit (VCCU), as shown in Appendix G. It was envisioned that the VCCU would provide the same excellent management tool as the Medical Care Composite Unit (MCCU); it is recognized today that the MCCU has been an inadequate productivity monitoring tool.

It was unusual that the researchers were constrained on the method and spectrum of potential resource data. The Veterinary

Consultant to the Surgeon General, BG Thomas Murnane, would only allow items on the Veterinary Activities Report (DA Form 2651) to become predictors, yet they wanted the VCCU to define and account for the total resource requirements for veterinary service operations. Requirements, by definition, have always been the total resources needed to do the entire mission effectively, efficiently, and within acceptable quality standards. On the other hand, the studied Veterinary Activities Reports (DA Form 2651, in Appendix C) only reflected the workload output of the 80% staffed CONUS (Continental United States) Veterinary Activities; those units were also working at less than maximum efficiency and effectiveness, due to an improper, bottom heavy, grade distribution.

To complete the VCCU study, it was realized that manhour-to-function relationships would need to be monitored and compared, yet there was no existing system operating to provide this base line data. Again, constrained by the elements of the Veterinary Activities Report (DA Form 2651), categories for manhours committed to each DA Form 2651 data element were developed, and then published as the HSC Veterinary Manhour Report (HSC Form 173-R). The major limitation of the VCCU study was that by using only the workload output report (DA 2651) factors, it made the manpower utilization report less than complete. The Veterinary Service had never reported training, readiness, workload not performed,

nonavailable time, administrative duties, community support duties, liaison actions, or a host of other "time-eaters", on the DA Form 2651; many overhead-type hours were lost from the VCCU research.

The researchers looked for a simple solution to the VCCU predictor, and settled upon the poundage of subsistence received by government agencies from civilian vendors, called Class 4 or 8 inspection ( Class 4 for subsistence entering the appropriated fund systems and Class 8 for subsistence entering the nonappropriated fund systems). What was more interesting to note though was the first recommendation of the study, that was, there was a need to better identify the "indirect" mission function hours, and there was a need to redefine mission function categories. After the report was written and submitted, LTC Armstrong was reassigned, and the VCCU study was not mentioned again, for reasons unknown to this researcher.

#### DoD CONSOLIDATION EQUITABILITY

In 1980, Congress decided to eliminate the Air Force Veterinary Corps and make the Army the executive agent for all veterinary service support in the Department of Defense. Adequate resources did not come with the new mission, and the existing Army resources were to be shared in an equitable fashion throughout DoD.

The first task was to determine a method for assessing the



needs of any DOD installation in respect to three factors, (1) the demands for support, (2) the other installations, and (3) the resources available. A redistribution scenario was developed (Appendix E). The need to evaluate installations based on commonalities was obvious, so a method was developed by LTC Robert Botard, LTC William Kelch, and myself in 1981. Simply, we had to look at factors that were common to all Branches of the military, and to every installation, regardless of existing veterinary or medical support. Five factors were settled upon by a process of elimination, they were: active duty population, dependent population, number of on-installation family quarters, numbers of public animals, and numbers of bite cases. Two other factors were collected, commissary sales and retired population, but later discarded due to the "as available" privileges of the retired population and their variable utilization of the commissary. Parameters and raw data are shown in Appendix E, as well as the formulation weighting system.

The demand-based formulation weighting system was based on an estimate of the pressures each category could put on the veterinary service resources. Adjustments were made based on anecdotal evaluations to develop an appropriate spread between installations; all installations were then rank ordered, from most points to least. Analysis was done with political pressures as well as resource limitations in mind. Minimum placement criteria for 91T

personnel (animal technicians) were developed, and the existing Veterinary Corps officers were spread as thinly as possible from the top of the ranked list downward (see data sheets in Appendix E). Then the base line point values were identified and established for future applications in assessment actions.

What was especially interesting to note was that this DoD consolidation effort was the first time anyone in the military medical system ever used input demands to determine manpower requirements...and everyone accepted it without major discussion. The system used has proven to be adequate and accurate; very few adjustments have been required during the last four years. This demand data has been recommended as one axis of any future correlation matrix constructed for assessment of veterinary service productivity or staffing requirements (Figure 3, pg 41).

#### USM

In 1981, the Uniform Staffing Methodologies (USM) were tasked to Health Services Command for immediate implementation with a five year refinement program. It was the decision of HSC Force Development to phase the USM program into existence, with the Veterinary Services coming near the last. The Directorate for Veterinary Services nonconcurred with this delay; a veterinary specific system needed to be developed and tested, so systems already operating at Ft Lee, VA, and in Japan were selected for evaluation.

The Ft Lee Veterinary Activity manhour-to-function Activity program had undergone multiple reviews since it was first developed in 1975. The veterinary service prototype was reviewed by the Ft Lee MEDDAC Force Development staff in 1975 and refined to support the needs of the HSC Manpower Survey Team. In 1976, the HSC Manpower Survey Team did an on-site review of the manhour-to-function Veterinary Activity data, and compared it to the operational needs; manpower requirements went from 12 to 32, based upon a brand new 8-man depot mission and a prospective analysis of the workload that needed to be done. The 32 requirements were exactly what the prototype manhour reporting program indicated was needed; the HSC Manpower Team surveyor recommended HSC-wide application of the system. This was possibly the original forerunner to the earlier discussed VCCU program researched by LTC Armstrong (Appendix G).

In 1977, I was reassigned from Ft Lee to Japan, and took the manhour-to-function program to my new unit. It underwent further refinement, based on overseas requirements, supply point workload data, and support of the Navy and Marine Corps. The reporting system was reviewed by the U.S. Army Japan Organization Effectiveness Office as well as the Major Army Command (MACOM) Force Development Manpower Survey Team. Both review agencies found that the system provided far better forecasting of requirements than using the staffing guides alone, especially when new missions were

being tasked. The U.S. Army Veterinary Activity, Japan, grew from 32 to 54 requirements during my tour as Commander of that activity.

In 1981, when the Directorate for Veterinary Services needed to unilaterally develop a USM program, it was only natural that I became the project officer. After initial inquiry and field testing, the Veterinary Service USM Program, Subject 03, HSC Bulletin 40-1, was published; this later became Chapter 3, HSC Reg 40-28, with virtually no revisions (Appendix B). This USM program was provided to the HSC Force Development staff in 1982, and the project officer decided it was too complex for his purposes; later in 1982, he implemented the existing three code system: FBDA (administration, command, control), FBDB (subsistence), and FBDC (animal). Allegedly these groupings were to support the existing staffing guides (DA Pam 570-557, shown at Appendix A); in the same time frame, the HSC Force Development office had tasked the Directorate for Veterinary Services to revise the existing 1977 staffing guides since they were outdated.

The Chapter 3, HSC Reg 40-28, manhour-to-function data was collected by the Directorate for Veterinary Services, after 180 days of data was accumulated by all the 38 Medical Department Activities (MEDDAC) and Medical Centers (MEDCEN). This data was manually compiled by CWO Elia and myself and utilized in the development of new staffing guides to determine veterinary service

support manpower requirements. Chapter 3, HSC Reg 40-28, continues to be used in the field, but only on an optional basis until the new program (Appendix I) is published as the new Chapter 3; the system then again becomes mandatory.

#### NEW STAFFING GUIDES

The revised staffing guides (Appendix H) for Veterinary Services were first drafted in 1983; they were a radical departure from previous staffing guides. Based on the success of the input/demand forecasting during the DoD consolidation (Appendix E), it was decided that all requirements should be based on workload demand indicators, rather than workload output reports. The elements of demand that should have been available at most duty sites were identified and analyzed; for effectiveness, it was decided that there should not be more than nine demand factors in any single staffing guide. To select the best input factors, the Chapter 3, HSC Reg 40-28, reports were assessed to determine those factors that caused 10% or greater of the manhour output. The manhour-to-function data was utilized for establishing proportional weighting factors for the input demands.

The first staffing guide to be revised was the Animal Disease Prevention and Control (ADPAC) Workload, mainly because of the success of the consolidation distribution actions (Appendix E). If the two documents are compared, the similarities are

significant, but new items were added to adjust for installation-specific veterinary demands, such as sanitary inspections, travel between ADPAC facilities, and cages on-hand. Weighting factors were derived by computing the proportional manhours committed to supporting those events, eg: for a single sanitary inspection, the liaison actions, the inspection, and report preparation and distribution time took about twice the time as driving 60 miles between facilities, so thus the 2-unit weight per facility versus the 1-unit per 60 miles. Staffing grades were determined based on the field experience of COL Wyckoff, COL Botard, LTC Kelch and myself, as mediated by the standards of grade guidelines directed by the Department of the Army.

The Commissary workload was developed next, and early in the study we realized we had to separate the nonappropriated fund inspection (class 8) support, so a separate table was identified. It was determined that inspection time varied with the number of line items (different products) rather than the quantity of pounds inspected. The time it took to inspect 100 pounds of tomatoes would be as great, if not greater, than 5,000 pounds of potatoes, since statistical sampling made the number of items sampled almost identical. The Troop Support Agency (TSA) builds Veterinary Inspection offices in commissaries based on dollar sales, so Remark "c" was included as an element in determining baseline staffing; the Air Force has used a similar dollar-based system with moderate success. After the table was developed, it was

field tested at ten sites, and found to provide equitable requirements with the "real world" assessments of the enlisted supervisors in the field. An added benefit was the feedback from the field; the supervisors reported that it removed the pressures to "get more poundage" and helped them emphasize the quality of inspection rather than the quantities of inspections.

The other major portion of installation veterinary subsistence inspection poundage came from the Troop Issue Support Activities (TISA), although there has seldom been adequate staffing to do this job properly. The troop issue workload is really driven by the number of personnel being fed in dining facilities on the installation, so the actual head count became a key workload factor. Additional workload is associated with the storage, maintenance, and inspection of emergency rations (MREs in the current mobilization plans, etc), physical separation of warehousing, and laboratory sampling requirements (often tasked by higher headquarters), therefore these factors were included. Again, field testing proved that the manhour-to-function data used to establish the weighting factors had been accurate, and field supervisors were satisfied that the new tables provided a better estimate of the true requirements needed to complete the mission as intended by the tasking documents.

Similar methodologies, manhour-to-function analyses, and field testing, occurred with the Nonappropriated Fund, Supply Point, and

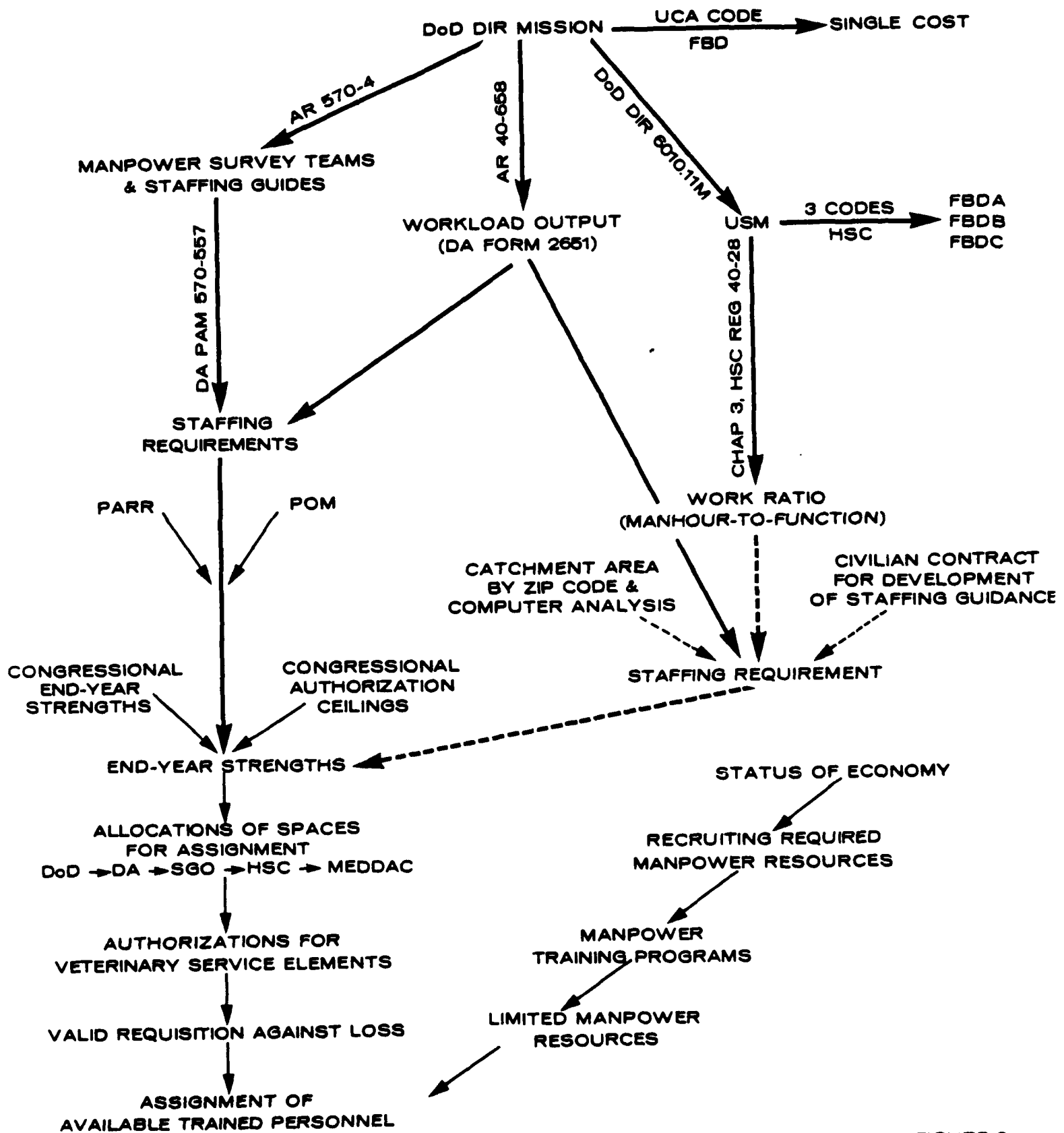
Depot Workload Staffing Guideline development. This left us without a method for determining supervision. Based on the Chapter 3 inputs, we decided that staffing of the Branch Headquarters required different standards than that of the Office of the Deputy Commander, so we developed two separate staffing tables. We field tested them concurrent with the other new staffing tables, since for the first time we attempted to determine supervisory requirements based on the total requirements for subordinates plus mission performance.

With the eight new staffing guides, we felt we had a system for effectively determining the number of requirements needed to complete a given mission, if provided a data base about the demand factors. In 1983, the new staffing guides were provided Force Development, HQ, HSC, and promptly filed; APORS (Army Performance Oriented Review) and MS3 (Manpower Staffing Standard System) were the new manpower assessment programs, and staffing guides would have to wait. Conferences in 1985 with the APORS/MS3 staff personnel provided informal review and updating of the new staffing guides and the Chapter 3, HSC Reg 40-28, USM program; they encouraged the Veterinary Services Directorate to continue the effort to field test the two systems. Although I was enrolled in the U.S. Army-Baylor University Graduate Degree Program, the Veterinary Services Directorate asked me to remain the project officer.



Since all the traditional pieces of the manpower management system had been independently developed, there was one action needed that had never be addressed, that was, to integrate the pieces into a single set of definitions with common goals and similar objectives. The vertical integration approach appeared most applicable, to illustrate the concept that one item not only relates to another, but that all are intradependent due to the basic nature of productivity measurements. Figure 2 illustrates the current complexity of the military manpower management system.

# CURRENT MANPOWER MANAGEMENT SYSTEMS



### CHAPTER III

#### DISCUSSION OF RESEARCH ACTIONS

To simplify the future, and do so with efficiency and effectiveness, we must build upon and improve what we have today. This chapter will provide insight into my analysis and development of the vertically integrated manpower management model for military veterinary services.

#### PRODUCTIVITY PROFILES

Within the basic premise of any manpower management system is the belief that organizational interrelationships of the leadership and subordinates are aimed at common goals and objectives. Because quantitative measurements of productivity are difficult, the literature review revealed that many managers have developed, through their experience, formal or informal guidelines or indicators for identifying productive individuals and organizations. These most commonly used indicators must be present and be the basic operational characteristics for veterinary services, to permit effective manpower management. This research has consolidated these indicators into 5 basic organizational characteristics, with typical observations; they are provided below:

1. The organization is effectively staffed and is people-oriented (without this quality the operation has virtually no chance of achieving high productivity).

Typical Observations:

- a. Has effective and respected management/leadership.
- b. Has outstanding personnel in key positions.
- c. Uses people to the best of their abilities; matches the assignment to the individual.
- d. Provides the proper opportunities and performance feedback necessary for personal growth and advancement.
- e. Respects personnel and their individual differences.
- f. Is sensitive and responsive to the concerns of assigned personnel.
- g. Keeps personnel informed.
- h. Has an effective system for recognizing and rewarding achievement.

2. The organization has high standards (a reputation for high technical and managerial ethics is the hallmark of a productive organization).

Typical Observations:

- a. Stresses managerial, subordinate, operational, and product integrity.
- b. Is performance-/quality-/reliability-/safety-/cost-conscious.

- c. Maintains justice and equity in all operations;  
discourages politics and gamesmanship.
  - d. Continually strives to improve operations.
3. The organization operates in a sound, competitive manner (a prudent daily operation and a readiness to perform and compete are necessary for a productive enterprise).

Typical Observations:

- a. Is responsive to the customer/client/market.
- b. Has clearly established, worthwhile goals.
- c. Meets its goals/commitments, consistently gives timely responses, can be counted on.
- d. Is profitable; a strong business sense prevails.
- e. Maintains a balanced capability which is sufficiently broad in scope to assure stability.
- f. Is always current with the state of the art.
- g. Is totally committed.
- h. Keeps costs under control; lives within budget.
- i. Requires accountability.
- j. Maintains a sound client backlog; consistently gets an adequate share of business in its field.
- k. Affords reasonable organizational growth, or at least relative stability.
- l. Responds quickly and effectively to emergencies.

4. The organization has a creative and productive atmosphere (environmental factors that are conducive to creativity correspondingly stimulate productivity).

Typical Observations:

- a. Provides an open, creative, professional work environment.
- b. Encourages innovation and the taking of calculated risks.
- c. Furnishes a continual flow of meaningful and challenging assignments.
- d. Maintains effective communication and technology exchange.
- e. Effectively recognizes, channels, and manages creative ideas.
- f. Consistently conceives, promotes, and successfully conducts independent professional programs.
- g. Successfully selects and develops new areas of product/service expansion; is willing to invest in embryonic concepts of significant ultimate potential.
- h. Dares to be different; is not satisfied with merely matching the competition.
- i. Is leading the way to the future and advancing state of the art.

5. The organization has a "can-do" attitude and high esprit de corps (the enthusiasm, dedication, and teamwork of the people in an organization can never be underestimated as key factors in achieving optimal productivity).

Typical Observations:

- a. Personnel exhibit high vitality, a genuine sense of commitment and a determination to perform.
- b. Personnel show mature confidence in the face of difficult situations.
- c. Personnel have a strong team spirit; they enjoy their jobs and are proud of their contribution to the team.
- d. Team members depend on each other rather than compete with each other; they exhibit strong interpersonal trust.
- e. Personnel have confidence that management fully supports them and their efforts.
- f. Personnel have strong organizational loyalty.

While technological productivity constitutes the key link in the entire economic productivity chain, every manager has the inherent responsibility to apply, in the most effective manner possible, the resources with which they are endowed or entrusted. They must always seek a better way and try to leave things better than they were found. Improved productivity requires awareness, commitment, ingenuity, action, and perseverance. The opportunity is always there; what the manager does with it depends upon the military command, the congressional posture, and most important, personal values.

#### DATA ACCUMULATION:

The research project was explained to the Director of Veterinary Services, U.S. Army Health Services Command, COL George Wyckoff; he endorsed the concept and agreed to provide his personal assistance as needed. We discussed the events that had already transpired, to include the available manhour-to-function USM data. It was decided that, while what we had on hand was valid and workable, what we needed was more current manhour-to-function USM data. The information accumulated was circa 1982, and there were two more years of data in the field that had not been collected, categorized, or evaluated. A technical letter was drafted for COL Wyckoff's signature, requesting each Veterinary Activity send their raw USM data (Chap 3, HSC Reg 40-28) to the Directorate for Veterinary Services. Thirty six of the 38 units complied with the request within 60 days. It was decided not to harass the two activities that were in noncompliance of the request; the data from the 36 activities were adequate for our needs, and provided over 6 linear feet of raw support data sheets.

The volume of the data was overwhelming; it was basically the manhours expended, recorded on a half-hour basis for 180 days, from 1500 food inspectors (91R), 150 animal technicians (91T), 48 (054A) warrant officers, 165 (64A/64B) veterinarians, and a few hundred civilian support staff. It was immediately decided that we needed to computerize the input for proper summation, categorization, and analysis. LTC Fred Cecere, Chief, Health Care



Studies, U.S. Army Health Services Command was approached, since he had the Army-wide productivity evaluation mission. He thought that not only could they provide the computer support, but also felt they had to, since this veterinary service data was an essential and critical element of his activity's mission. LTC Dave Wiggins was identified as the POC for coordination and action.

The raw data needed to be fed into a program compatible to the Fort Detrick computer support element, and LTC Cecere was confident they could do this. The raw data was provided LTC Wiggins in Dec 1984. The data summarization, categorization, and analysis effort by the Health Care Studies group, U.S. Army Health Services Command, is still pending, but general review of the data has lent to the development of the Standardized TDA, the UCAPERS codes, and the common definitions provided herein. The correlations associated with the development of an ADP, three-axis, matrix model (Figure 3) would be interesting, and potentially decisive, in the development of specific weighting factors. It was determined that the ADP analysis was not essential for the integration of the veterinary service manpower management components; the critical elements are actually understanding and sensitization to all existing components and programs. When the ADP analysis of the data bases is completed, the weighting factors

in the Appendix H staffing guides, and possibly the indicators themselves, may be changed, eliminated, or amended.

DEFINITIONS:

The U.S. Army Health Services Command (HSC) has veterinary service personnel stationed on 256 installations, and support in excess of 250 additional sites, in the United States, Panama, Cuba, Puerto Rico, Guam and the Philippines; in fact, if it is not Europe, Japan, or Korea, it is the responsibility of HSC. Only 40% of these installations are Army bases, with the balance being Air Force, Navy, Marine Corps, Coast Guard, Defense Logistic Agency, civilian vendors producing for an element of the Department of Defense, or other federal agencies. This diversification, that resulted from the DoD consolidation of veterinary services, has caused confusion in management communications; every service has their own definitions and meanings for commonly used terms.

Therefore, one of the early problems was determining the appropriate terminology, and it was decided that the primary task required before any effective vertical integration could be initiated was a dictionary of common definitions. The first half of the research period was spent in developing and refining a set of uniform definitions that would fit all components. Joint sessions with APORS/MS3 staffers, as well as with staff officers from the Directorate for Veterinary Services, were conducted to insure completeness and clarity of the final definitions.

The definitions, while based on the UCAPERS program, had to be greatly expanded (contrary to the wishes of certain HSC Force Development traditionalists) to meet the needs of vertical integration. Again, the experiences gained from the development of Chapter 3, HSC Reg 40-28, became a critical factor to the effort. The multiple iterations of the definitions required to complete the USM directive, and the review of the interpretations during field visitations, helped refine the definitions to a point where the primary users, the enlisted personnel, could easily understand the meanings.

The art of communication requires not only the getting and giving of information, but also a common set of definitions, so that, "What is said, is what's heard". As far as it is known, this is the first attempt to span all the programs by any Service or Corps; hopefully it will prove the rule for the future, and not an incident of the past. These definitions have been summarized and included as Appendix F; they have been utilized throughout this research effort.

#### UCAPERS:

The existing U.S. Army Uniform Staffing Methodologies (USM) system has been combined with the U.S. Army Uniform Charts of Accounts (UCA), forming the Uniform Charts of Accounts-Personnel (UCAPERS) system. Previously, other Branches of Service had not yet developed their systems to the extent that the U.S. Army had,

but the Branches of Service are now coordinating efforts to develop an interservice compatible system. The Navy has been assigned the "F" series of the UCA three-digit codes; this "F" series is restricted to those ancillary and miscellaneous functions not related to direct patient care.

As explained in the first chapter, the UCA system is designed to provide factionated cost data for each function performed; due to the complexity, or lack of expertise by the developers, the veterinary services were only given one UCA code, FBD. Needless to say, this has not provided any meaningful veterinary management assistance. When the official USM system was developed, as explained in Chapter II, the HSC Force Development action officer felt that the complexity of veterinary services could not be addressed until after completion of the direct patient care areas (estimated FY86 for initial concept development for veterinary services). The result was the expansion of the UCA code FBD to three sub-categories: FBDA, FBDB, and FBDC.

Analysis of the codes revealed major problems in the logic used to develop the categories. The FBDA category was for command, control, and administration and was supposed to relate to Table 557-211 of DA Pam 570-557 (Appendix A). The functions of command, control, and administration occur for duties supporting Tables 557-212 and 557-213, but are being lost due to the outdated yardsticks, and the supervision of personnel yardstick of Table

557-211 failed to recognize the need to supervise civilians or unfilled requirements, as well as the performance of workload outputs being reported on the DA Form 2651. Similar confusions were present in the FBDB code for food inspection and the FBDC code for animal care. In fact, critical functions like community public health, support of the MEDDAC/MEDCEN Committee Program, or even the increased travel/dispersed manpower of the new DoD missions could not be reflected in the new codes. Again the existing system was virtually useless for veterinary service management assistance.

Since the U.S. Navy has proponency for the "F" series codes of the UCA System, an issue paper was developed concurrent with this research and submitted for consideration; it is included in Appendix I. The concept of the proposed veterinary service codes is to utilize the first three digits to identify the Branch of service and the fourth digit to identify the type of duty. This separation and identification will be compatible with the standardized TDA coding for the paragraphs and the remarks, allowing correlation of requirements, authorizations, and assigned personnel to the cost-per-function or cost-per-Branch of Service, as derived from the UCAPERS codes.

A revised UCA/USM program (UCAPERS) was developed as a U.S. Army-Baylor University Special Studies Project (Appendix I) formally submitted to HSC Force Development in 1984. The Project

Officer rejected taking implementation action due the heavy workload and priorities of Force Development. With the cooperation of LTC Alba, the proposal was given to the APORS/MS3 staffers over the Project Officer's nonconcurrence, and eventually a program was developed by Ms. Kathlene Scott, APORS/MS3, and myself to simplify the Chapter 3, HSC Reg 40-28 program. Definitions were made as compatible as possible to the UCAPERS (Uniform Charts of Accounts-Personnel) program, and a field test was initiated in 1985; the results are pending at time of this publication.

#### STANDARDIZED TDA

The initial HSC effort for standardizing the Veterinary Service Table of Distribution and Allowances (TDA) reflected the same concern and administrative effort as the initial UCA and USM programs. In brief, paragraph 861 was to denote the Office of the Deputy, and paragraphs 862 to 899 (inclusive) were for everything else (without any method to determine function, location, primary mission, or other identifying characteristic). In developing the vertical integration of the veterinary service manpower management system, it was considered essential that the standardized TDA provide more than just a Unit Identification Code (UIC) and Military Occupation Speciality (MOS).

With the assistance of SFC Plante, Personnel NCO, Directorate of Veterinary Services, and by consulting with other Directorate

staff officers, I undertook the development of a new Standardized TDA for HSC Veterinary Service elements (Appendix J). Since SFC Plante and myself were the action officers, we attempted to keep the Standardized TDA not only compatible with the new UCAPERS system, but also provide an adjunctive feature to any ADP analysis capability. With the new Standardized TDA, data pertaining to the manpower currently assigned by types of duty and/or Branches of Service could be extracted, which was considered essential in monitoring and comparing available hours for the UCAPERS program, as well as being able to answer Congressional or DoD inquiries on equitability of veterinary service support.

The Standardized TDA system, provided in Appendix J, has not been fully field tested. After consultation with members of the Directorate for Veterinary Services, it was determined to be more efficient to initially code the elements based on staff visitation assessments rather than field inputs. This eliminated confusion on definitions and concept. The field elements have already been informed that future changes should be made locally by the Deputy Commander for Veterinary Services (see 4 Mar 85, HSVS Letter, Subject: Standardized Veterinary TDA, in Appendix J). As stated in the 4 Mar 85 letter, the coding will be compatible with APORS and MS3, as well as the UCAPERS program. As an additional benefit, the computerization of the DA Form 2651 (Veterinary Activities Report) will utilize the Standardized TDA codes, as well as UIC

codes, for identification of source data being submitted.

#### STAFFING ESTIMATES

The pieces were in existence, yet everything was "pending" further action. The Standardized TDA was accepted but due to computer lag, won't be published for 6 to 12 months. The UCAPERS program was approved for field testing, but only under veterinary service technical reporting channels. The new staffing guides were accepted as workable, but were not programmed for APORS/MS3 evaluation until FY86/FY87. The second collection of Chapter 3, HSC Reg 40-28, manhour-to-function data was provided to Health Services Command, Health Care Studies Productivity Study Group, for computer analysis against the DA 2651 data and the base line input data (Appendix E); the Fort Detrick ADP system was the only available piece of equipment that could handle the complex three-axis matrix, but programmer support was still pending at time of this publication.

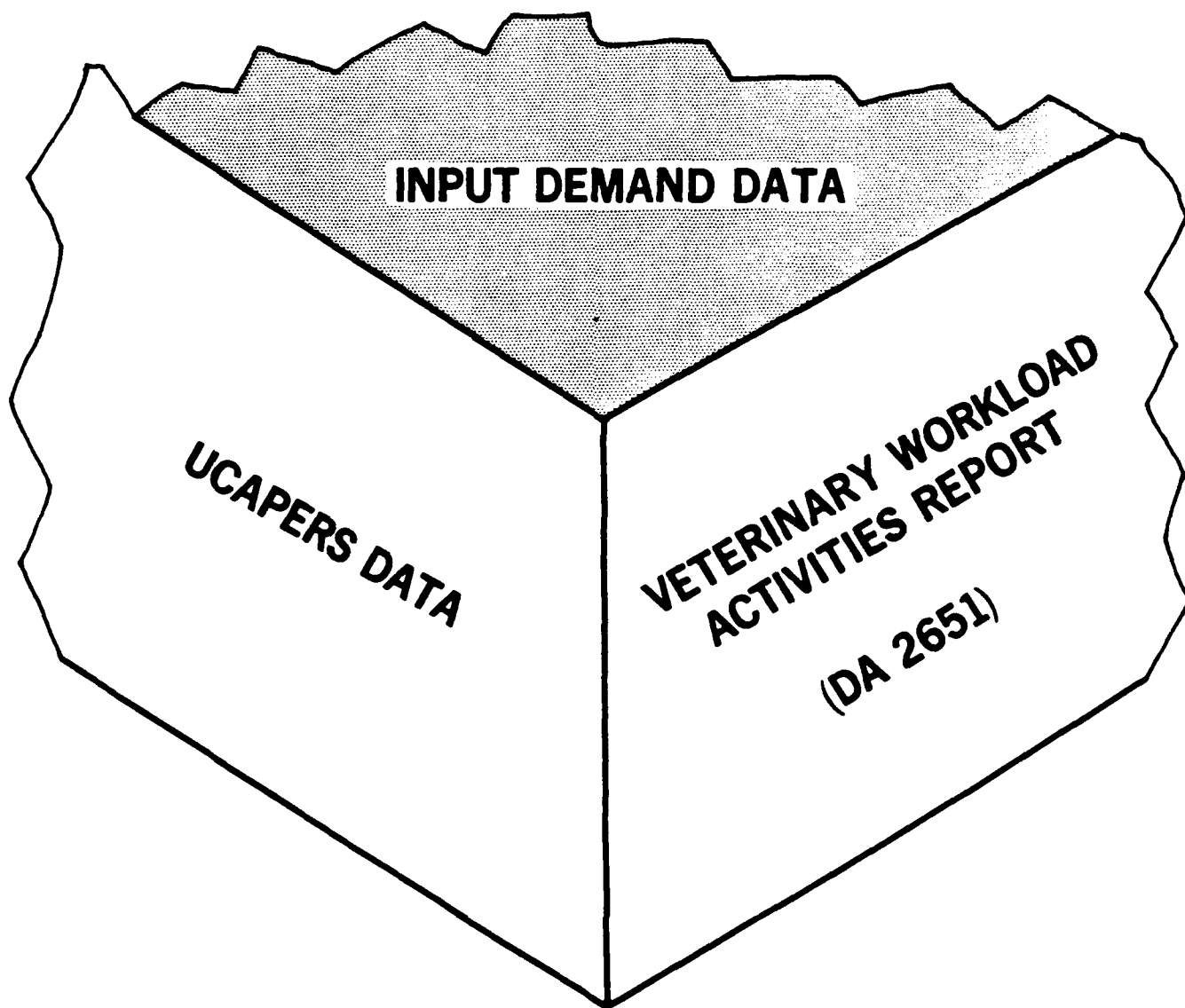
The systems required some sort of process evaluation, to insure that the integration efforts had in fact provided useable management tools as well as an increase in simplicity and an efficient integration of the separate elements. The first was to run mock trials of the staffing guides against existing workload reports (DA 2651) and compare the staffing estimates that resulted against the most recent field evaluations by the HSC Manpower Survey Team. The results showed staffing estimates that approxi-



mated the Manpower Survey Team estimates, and when variances occurred, they approximated the Commander's Estimates submitted on the DA Form 140-4 (Manpower Survey Report). In virtually every case, the Deputy Commander or NCOIC of the Veterinary Service element tested preferred our estimates to that of the old staffing guides.

The manhour-to-function capabilities of a UCAPERS-type program have been proven in Japan and Ft Lee; it has shown to be an excellent method of predicting the requirements needed to complete the workload not performed. The revised UCAPERS sytem developed with this research had been accepted by the APORS/MS3 staffers as an excellent staffing estimate tool; the field test will verify this, or allow the minor alterations needed to make it the tool needed.

## STAFFING GUIDE WEIGHTING FACTOR MATRIX



**THREE-AXIS MATRIX**

## CHAPTER IV

### CONCLUSIONS AND RECOMMENDATIONS

The future is becoming a technological challenge and the concerns for the human factors are having to be reintroduced. Productivity could be considered simply as the result of effective management and leadership, applied to complete a mission without harming the team esprit.

#### CONCLUSIONS:

1. A vertically integrated manpower management model for military veterinary services is illustrated at Figure 4.
2. The model in Figure 4 reflects comparisons possible for efficacy, productivity, and efficiency. If the input elements (demand and resource factors) are correlated to the intermediate outputs (unweighted workload units), efficiency ratios can be developed for comparison (quality control of performance) to other veterinary service elements. If these same intermediate outputs are correlated to the final outputs (manhour-to-function to cost-to-weighted-workload elements), efficacy ratios can be developed to determine how well (quality assurance of performance) the job is being done when compared to other similar units. When these final outputs are correlated back to the initial input constraints

and demands, productivity ratios can be determined for veterinary service units; these will be the final performance measures needed to modify the weighting factors of the revised staffing guides.

3. The model also takes into account the outcomes, those benefits or utilization of the effects that the uninformed observer uses for evaluation. Examples of these outcomes include the health of the community, the readiness of the soldier, and the ability to deploy and do our job in times of conflict. There is no method known to measure these factors, and although wellness is the primary objective, it is hard to measure. The model attempts to acknowledge the effects that these outcomes have upon the program and resource elements affecting the inputs, but the outcomes still require better methods of quantification.

4. The model recognizes that the combining mechanism really has the feedback and control function, especially when making the determination on when or how to report the outputs. This combining mechanism is under the control of the officer in charge (OIC), and this OIC often causes changes in resource allocation to occur.

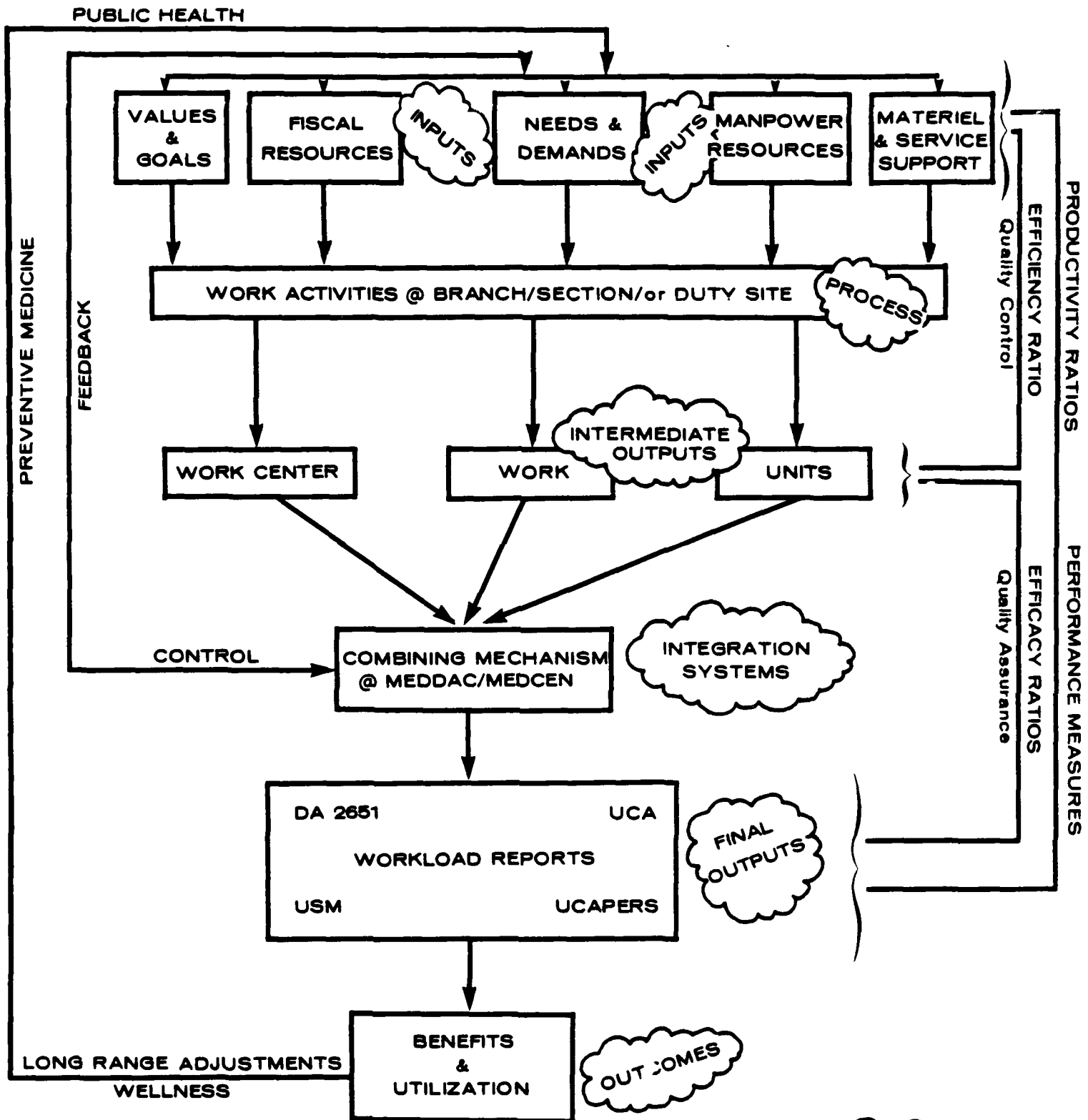
5. The model also identifies the process as a critical element between the demands/resources and the work center outputs. This process is under the control of the first line manager; this manager is critical to the final outputs and must be addressed in the application of the model. The productivity profile

at this level of manpower management.

RECOMMENDATIONS:

1. That this vertically integrated manpower management model for veterinary services be accepted as a useful system by the Directorate for Veterinary Services, Headquarters, U.S. Army Health Services Command.
2. That the definitions provided in Appendix F be accepted and published as part of the new Chapter 3, HSC Reg 40-28.
3. That the model provided in Figure 4 be accepted and published as part of the new Chapter 3, HSC Reg 40-28.
4. That the new Chapter 3, HSC Reg 40-28 (Appendix K) be accepted and published by Health Services Command.
5. That the Directorate for Veterinary Services, Health Services Command, continue to pursue the ADP assistance of the Health Care Studies Productivity Group to evaluate the computerized three-axis matrix correlation system to allow the establishment of a base year and an adjustment system for the weighting factors.
6. That this program be packaged and briefed for review by the Regional Veterinary Service Consultants, and that their concurrence be pursued to insure effective implementation of the new Chapter 3, HSC Reg 40-28.
7. Use the final Health Care Studies ADP analysis to allow correlation comparisons of the three-axis factors to staffing estimates of the new staffing guides.

# A VERTICALLY INTEGRATED MANPOWER MANAGEMENT MODEL FOR MILITARY VETERINARY SERVICES



PROPOSED  
CATANZARO'S  
MAY 1985

FIGURE 4

## **APPENDIX A**

## CHAPTER 1

## INTRODUCTION

## Section I. NATURE AND PURPOSE OF STAFFING GUIDE

1-1. **Purpose.** This staffing guide provides guidance for determining the number and kind of positions required to operate US Army Medical Department Activities (MEDDAC) of varying sizes and workloads. A description of a typical MEDDAC mission is contained in paragraph 1-9.

b. The yardsticks contained in this staffing guide are designed for functions primarily at US Army fixed medical treatment facilities in continental United States. Oversea fixed medical treatment facilities, and Army Medical Centers, may use these yardsticks wherever they are considered applicable. The yardsticks will also provide guidance to higher headquarters in evaluating manpower requirements and utilization in MEDDAC.

c. The qualitative staffing information contained in this guide is designed primarily to aid in properly classifying and identifying military and civilian positions in MEDDAC Tables of Distribution and Allowances (TDA). This information reflects job requirements in terms of the appropriate MOS (Military Occupational Specialty) code and grade for each military position, appropriate US Civil Service classification code for civilian positions, duty titles which describe the work performed and skill and responsibility involved, and appropriate distribution of positions at various staffing levels. Positions are delineated as military or civilian in accordance with position delineation policy and criteria set forth in AR 570-4.

1-2. **Applicability of Staffing Guide.**

a. **Manpower.** Yardstick manpower requirements shown in this staffing guide apply to all military and civilian manpower authorized by a manpower voucher or obtained from other sources except manpower paid only from nonappropriated funds. The yardsticks provide for 40-hour a week operation unless otherwise noted, and include normal allowances for nonproductive time such as annual and sick leave, training and orientation time, and military duties such as food service attendants (KP), guard, and courts and boards.

b. **Operating Situations.**

(1) The yardsticks are designed for normal performance of each function as described in the staffing guide under ordinary operating situations. Unusual factors which may affect functions or workload in specific situations should be given due

consideration in determining actual manpower requirements. Some factors to be considered in determining the need to deviate from yardstick allowances are physical layout of the facility, increased scope and complexity of mission assigned, changes in type of equipment utilized, and the nature and scope of training conducted.

(2) The staffing guide does not constitute an authorization for positions or personnel. Because of the nature of activities performed, not all positions listed in the guide may be required. On the other hand, a requirement may exist for positions not shown.

c. **Utilization of Nurse Clinician.**

(1) Nurse clinicians are selected Army Nurse Corps officers with specialized clinical nursing preparation and/or additional graduate and undergraduate education. The nurse clinicians provide extended health services in all clinical nursing specialties to both inpatients and ambulatory patients in Army Medical Treatment facilities. In collaboration with the physician, the nurse clinician assumes increased responsibility for assessment, treatment, patient teaching, prevention, health maintenance, and followup care in those less complicated cases which now demand an excessive expenditure of the physician's time.

(2) Quantitative staffing standards for nurse clinician positions have not yet been developed. Requirements for these positions will be determined by local appraisal depending upon the magnitude of the role that the nurse clinician may fill in assuming increased responsibility for the delivery of health care. Where requirements for nurse clinician positions are recognized, consideration should be given to reducing the number of physicians required, wherever practicable.

(3) Grade requirements for nurse clinician positions may deviate from those indicated in the staffing guide tables. The military rank of nurse clinician positions in the MEDDAC will vary from lieutenant to lieutenant colonel depending upon the level of practice, that is, the complexity of health care provided, the degree of independent judgment required in providing this care and responsibility for the development and coordination of others in the management of patient care. Continued educational preparation and progressive clinical experience are essential for the nurse clinician to move from basic to advanced levels of practice.



therefore, the following guidelines are to be used in determining the appropriate rank for nurse clinician positions:

Rank	Level	Preparation
LT	Basic	Clinician course or equivalent with 6 months experience within the specialty area.
CPT / MAJ	Intermediate	BSN or MSN with 2-6-years experience within the specialty area.
LTC	Advanced	MSN or PhD with more than 5-years experience within the specialty area.

*d. Conservation of Manpower.* While intended primarily as a guide for determining manpower requirements for performance of MEDDAC functions, this staffing guide also has as an important related objective the conservation of manpower. The manpower requirements depicted in the guide reflect the best of prevailing manpower utilization practices in MEDDAC. Manpower requirements in this staffing guide also reflect the increased emphasis on the delivery of health care to inpatients and outpatients. In accordance with Department of the Army policy of exercising utmost economy of utilization of manpower, every effort should be made to operate within the requirements indicated or to operate with fewer personnel wherever possible.

**1-3. Use of Staffing Guide in Manpower Surveys.** *a.* This staffing guide will be used in manpower surveys in accordance with AR 570-4 and DA Pamphlet 570-4 to aid in determining manpower requirements for MEDDAC functions.

*b.* Where valid engineered or statistical standards have been developed under work measurement programs, they may be used in conjunction with yardsticks to establish manpower requirements. If a yardstick does not exist, local standards will be particularly helpful in determining manpower requirements. The validity of

local standards will be carefully assessed if they are used as the basis for deviation from yardstick allowances; in such cases workload data expressed in terms of the yardstick work unit must still be reported on the Schedule X.

**1-4. Revision of Staffing Guide.** *a. Survey Report Data.* This staffing guide will be revised periodically to reflect changes in manpower requirements based on current activities, organization, and missions. The basic sources of information for revision of the guide are Manpower Utilization Survey Reports (RCS CSFOR-76, DA Form 140), TDA, organization and functions manuals, and management studies. Survey reports should be prepared in sufficient detail to provide specific information regarding workload, identification and definition of work units, number of personnel utilized, and man-hours expended. Appendix B, DA Pam 570-4, provides specific instructions for preparation of survey report forms.

*b. Development of New Staffing Tables.* Every effort has been made to provide staffing guidance for all MEDDAC functions. Functions for which no staffing table is applicable should be identified and supporting information provided in survey reports as described above. When sufficient information is available, new staffing tables will be developed and incorporated in future changes or revisions of this guide.

*c. Refinement of Existing Guidance.* For some functions, a staffing table has been provided in the guide, but no staffing standard has been developed because of insufficient workload and man-hour data. These staffing tables usually contain a footnote prescribing work units to be used in accumulating and reporting workload data for the development of a valid yardstick. Manpower requirements for these functions will be determined by local appraisal pending future development of appropriate staffing guidance.

## Section II. USING THE STAFFING GUIDE

**1-5. Staffing Table Code Structure.** Chapter 2 contains a series of staffing sections, each representing a major element of the MEDDAC. These elements are identified numerically in accordance with the staffing table code structure developed for this activity. Each code series and staffing table number contains the prefix "557." Major functional areas are identified by a code series number ending in "0," such as 557-30, Department of Surgery. Subordinate functional areas are identified by a code series number within the major group, such as 557-32, Surgery (Physicians).

**1-6. Function Statements.** Each staffing section is prefaced by a brief, general summary of the

functions typically performed by the major element concerned.

**1-7. Organization Charts.** *a. Organization charts* in this staffing guide reflect the typical major and subordinate organizational and / or functional elements of a MEDDAC. The organizational structure and the designations of organizational elements conform to standards established in AR 40-4.

*b.* The organization charts, in addition to reflecting typical organizational structure, serve as indexes to staffing tables. The overall organization chart for a MEDDAC (fig. 1-2) indicates the code series of major organizational elements. Numbers in detailed organization charts indicate specific

staffing tables within these code series. When there is no organization chart, the applicable staffing table(s) number is shown at the end of the function statement.

1-8. **Staffing Tables.** Staffing tables provide specific guidance for determining the appropriate number and kinds of personnel to staff each organizational element and to perform the work within each functional area. The contents of the staffing table are identified in figure 1-1, and further explained below:

a. **Work Performed.** A brief statement describing the function represented by the staffing table follows immediately under the staffing table title. This work performed statement is omitted where it would duplicate a function statement, as in major organizational elements containing only one staffing table.

b. **Quantitative Guidance.**

(1) For most MEDDAC functions, quantitative guidance has been presented in the form of work unit yardsticks indicating manpower requirements at various workload levels. Workloads shown are monthly figures unless otherwise specified. Manpower requirements for workload levels other than those shown in yardsticks are determined through interpolation or extrapolation, as described in appendix A. Interval rates are included in staffing tables when applicable, to facilitate interpolation and extrapolation.

(2) Some yardsticks show a single staffing figure, or fixed manpower requirement. Based on research indicating no significant variation in the number of personnel required for performance of a function.

(3) For some functional areas such as Medical Clinics (table 557-52.11) and Surgical Clinics (table 557-52.21), more than one staffing standard has been provided to determine manpower requirements for various specialists covered by a single staffing table. These multiple staffing standards are usually expressed in a footnote following the staffing table.

(4) Where no staffing standard could be developed because of lack of experience data, unmeasurable nature of work, or for other reasons, manpower requirements will be determined by local appraisal, as indicated in a footnote to the staffing table.

(5) All staffing standards, regardless of how they may be expressed in a staffing table, must be regarded as points of departure and should not be applied rigidly.

c. **Qualitative Guidance.**

(1) **Military duty position titles.** Duty position titles listed under "Military Positions" are descriptive of the duties performed. Except for key positions controlled by directive, these titles may be modified to conform to local organizational designations or to identify duties more specifically.

Abbreviations conform to AR 310-50. Military duty position titles are not listed if the use of military personnel is precluded by AR 570-4 or other regulations, or the positions involved are consistently filled by civilians.

(2) **Branch.** In the column headed "BR" a two-letter code is shown identifying officer branch in accordance with AR 310-49. The appropriate branch is shown for those positions in which a branch-related MOS is required. "NC" in this column designates noncommissioned officer positions. No designation is shown for other enlisted positions or for warrant officer positions.

(3) **MOS code.** The MOS code indicates the appropriate occupational specialty classification of the position in accordance with AR 611-101, AR 611-112, and AR 611-201. It reflects specific skills and knowledge required for performance of the duties involved.

(4) **Grade.** Grades of officer positions shown in the staffing tables are based on the skills, knowledge, duties, and responsibilities of each position and prevailing grade patterns in MEDDAC's. For some positions a grade range is indicated to accommodate variations in responsibilities and duties at a given workload level. Local adjustments in officer grades shown may be required because of mission, workload, or other factors. Grades shown for enlisted positions are based on standards of grade authorization contained in AR 611-201. In instances where hospital duty positions are not specifically provided for in AR 611-201, the grades for similar or comparable positions have been used as a guide. Revisions of grade standards published in changes to AR 611-201 should be applied although not yet reflected in staffing tables.

(5) **Position delineation.** In this column the code letters M (military) and C (civilian) indicate the type of personnel which should be utilized in each position in accordance with position delineation policy and criteria in AR 570-4. Although a position is delineated for military or civilian occupancy, the requirements of the CONUS rotation base, training requirements, or availability of civilian skills at required locations may require staffing other than that indicated.

(6) **Civilian positions.** For those positions designated C (civilian), in the position delineation column, civilian job titles and classification codes are shown. Civilian job titles and codes shown for General Schedule (GS) and Wage Board (WB) positions are usually those contained in official US Civil Service position classification standards, the Federal Personnel Manual, and Department of the Army Civilian Personnel Regulations. Appropriate pay method category symbols, occupational series titles and pay grades for civilian positions are determined locally.

(a) The prefix "WB" is used in the staffing guide to identify wage board or "blue collar"

positions. In actual operations and in TDA these positions will be designated by the more specific prefixes WG (Nonsupervisory), WL (Leader), or WS (Supervisory). Civilian position titles and codes used in the staffing guide are not intended to imply any specific grade level. Wage supervisory positions, such as leaders and foremen, are not indicated since the establishment of such positions is usually based on local work force organization and on other local factors.

(b) Some Wage Board classification codes and titles shown in this guide may be in process of conversion to consolidated codes and titles established in accordance with new job grading standards issued under the Federal Wage System. Codes and titles shown should be verified locally against job grading standards currently in effect, and appropriate modifications should be made. The new codes and titles will be reflected in future changes to this guide.

(7) *Stenographer and Clerk-Typist Positions.* Although Stenographer (MOS code

71C20) and Clerk-Typist (MOS code 71B30) positions are shown in staffing tables wherever considered appropriate, current shortages of personnel with stenographic and high-speed typing skills require that such positions be examined carefully to determine actual skill requirements. Some positions which have been previously classified as stenographer positions may not require a knowledge of stenography and are in effect clerk-typist positions, while some clerk-typist positions actually require clerk (MOS code 71B10) skills.

(8) *Footnotes.* Explanatory or qualifying footnotes intended to supplement information given in the staffing tables are provided immediately below the tables. Asterisk footnotes pertain to the yardstick and provide information regarding its application. Footnotes pertaining to individual positions are indicated by letter, such as a or b. Those concerned with factors not covered elsewhere are identified as *Note*.

### Section III. MISSION AND ORGANIZATION OF MEDICAL DEPARTMENT ACTIVITIES (MEDDAC)

1-9. Mission of US Army Medical Department Activities (MEDDAC). a. The MEDDAC is a composite of medical services activities which is structured into six major areas of responsibility. These and a general statement of attendant missions are as follows:

(1) *US Army Hospital or US Army Health Clinic.* Provides inpatient and outpatient medical care to authorized active and retired military and dependent personnel; and emergency medical care to civilian employees. Provides supply and other medical services for installation and for satellite units and facilities within designated areas of responsibility.

(2) *Chaplain.* Provides services pertaining to religion, spiritual and moral welfare, and morale of hospitalized personnel. Conducts religious services, and provides pastoral ministrations, religious instruction and counseling.

(3) *Dental surgeon.* Commands installation dental activities. Provides staff supervision for dental activities of the command and staff advice on dental matters to the installation commander. Provides professional dental care and preventive dentistry services to authorized personnel and for hospitalized patients as required.

(4) *Veterinary.* Commands installation, or area, veterinary activities. Provides staff advice and assistance to the installation commander on matter pertaining to veterinary services. Provides procurement and surveillance inspection services, as authorized; initial and periodic inspection of

establishments where foods are produced, processed, prepared, manufactured, stored or otherwise handled, to insure compliance with required standards; a comprehensive zoonoses program; and veterinary animal care of Government-owned animals, as required, and other animals as authorized by the installation commander. Determines acceptability of foods contaminated by chemical, biological, and radiological agents.

(5) *Health and environment activity.* Provides health and environment services, assists the command to improve community health and prevent disease and injury in the population. Provides public health education and promotional programs.

(6) *Mental hygiene consultation activity.* Provides mental hygiene consultation services for installation military personnel, advises commanders on morale problems, evaluates and treats active duty referrals and dependents when workload permits.

b. Comprehensive and detailed statements of missions and functions of MEDDAC major and subordinate elements are included in AR 40-4. 1-10. Organization of US Army Medical Department Activities (MEDDAC). A MEDDAC is an organizational structure established at an installation having a US Army Hospital or US Army Health Clinic located thereon. The typical maximum organization of MEDDAC is depicted in the organization chart (fig. 1-2).

TABLE 557-52.25. OPHTHALMOLOGY

WORK PERFORMED, PERFORMS DIAGNOSTIC SERVICE, CARE, AND TREATMENT AS REQUIRED FOR ALL PATIENTS ASSIGNED OR REFERRED, PERFORMS AND/OR ASSISTS IN THE EXAMINATION AND TREATMENT OF THE EYE.

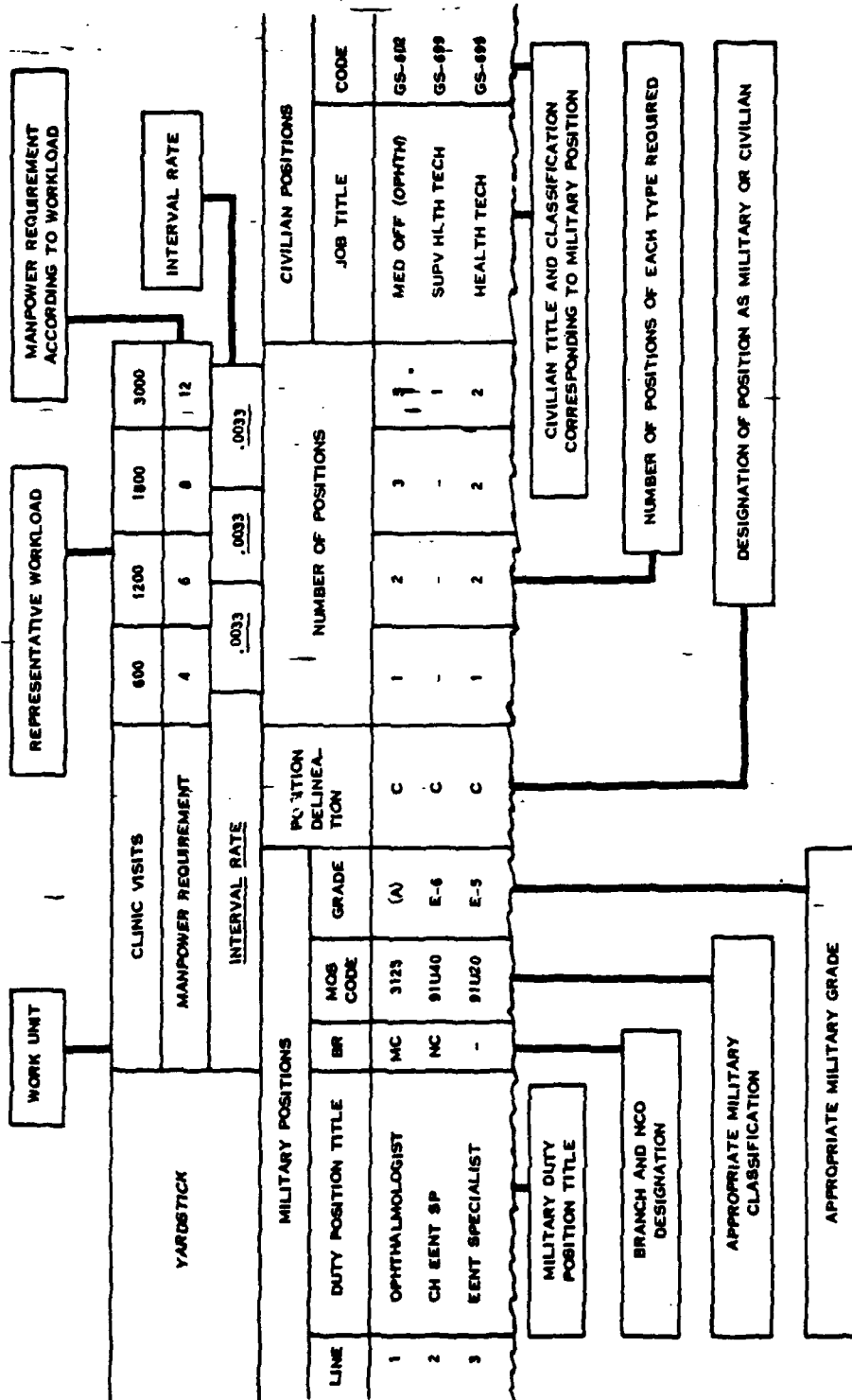


Figure 1-1. Explanation of Staffing Table.



## ★Section XXI. VETERINARY ACTIVITIES (Codes Series 557-210)

Applicable at MEDCEN ☒ MEDDAC ☒

Provides complete veterinary service in support of the Medical Department Activities program. Plans and operates a procurement and surveillance inspection service for subsistence. Conducts sanitary inspections of establishments where food is processed, handled or stored. Conducts a control program for animal diseases transmissible to man (zoonoses). Provides veterinary medical care to Government-owned animals and other animals authorized care. Coordinates veterinary public health activities to include potential hazards of chemical, biological and radiological contamination of foods and animals.

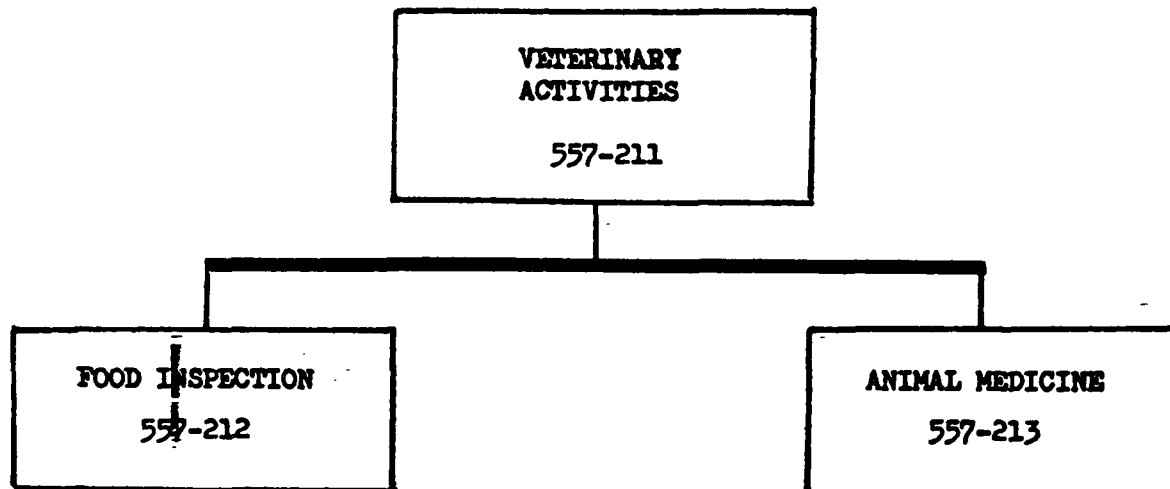


Table 557-211: Office of the Deputy for Veterinary Activities

**Work Performed.** Supervises the Veterinary Activities. Provides consultative service to the MEDDAC Commander on all matters pertaining to the Veterinary Service. Determines and recommends to the MEDDAC Commander resource requirements for the Veterinary Activities. May have both on-post and off-post responsibilities; may function as installation or area Veterinarian.

Yardstick		Strength of activity*			2-14	15-43	44-60
		Manpower requirements					
					2	3	3

Military positions					Position designation	Number of positions			Civilian positions	
Line	Duty position title	Br	Code	Grade		Job title	Code			
1	VET STAFF OFF (MEDCEN).	VC	64B	COL/ LTC	M		1	1		
	VET SVC OFF. (MEDDAC)	VC	64A	COL/ LTC						
2	VET SVC OFF.....	VC	64A	MAJ/ CPT	M	1				
3	FOOD INSP NCO....	NC	91R50	E-8	C			1	QUAL INSP SP (SUBS).	GS-1960
4	FOOD INSP NCO....	NC	91R40	E-7	C		1		QUAL INSP SP (SUBS).	GS-1960
5	STENOGRAPHER.....		71C20	E-4	C	1	1	1	SECY STENO.....	GS-0318
	CLERK TYPIST.....		71B30	E-4					CLERK STENO.....	GS-0312
									CLERK TYPIST.....	GS-0322

\*Total manpower requirements recommended under Staffing Tables 557-212 and 557-213.

Table 557-212: Food Inspection

**Work Performed.** Plans and operates a procurement and surveillance inspection service for subsistence which encompasses acceptability for contract compliance, quality and wholesomeness. Conducts sanitary inspections of establishments where food is produced, processed, prepared, manufactured or otherwise handled, or stored (in military or commercial facilities) to ensure compliance with required sanitary standards. Coordinates with the appropriate staff sections and civilian health agencies on applicable subjects pertaining to veterinary public health activities to include potential aspects of chemical, biological and radiological contamination of foods and animals.

Yardstick	Food inspected (millions of lbs) -----					2	6	12	28	45
	Manpower requirements -----					2	6	9	14	16
	Interval rate -----					1.0	.50	.31	.12	

Military positions					Position designation	Number of positions					Civilian positions	
Line	Duty position title	Br	Code	Grade							Job title	Code
1	VET SVC OFF-----	VC	63A	CPT/ LT	C	a	a	1	2	2	VET MEDICAL OFF.	GS-0701
2	FOOD INSP NCO-----	NC	91R40	E-7	C			1	1	1	QUALITY INSP SP.	GS-1960
3	FOOD INSP NCO-----	NC	91R30	E-6	C		1				QUALITY INSP SP.	GS-1960
4	FOOD INSP SP-----		91R20	E-5	C		1	1	2	2	QUALITY INSP SP.	GS-1960
5	FOOD INSP SP-----		91R10	E-4	C	1	1	2	3	4	QUALITY INSP SP.	GS-1960
6	FOOD INSP SP-----		91R10	E-3	C	1	3	4	6	7	QUALITY INST SP.	GS-1960

a Duties performed by Veterinary Officer provided under Staffing Table 557-211.

**Note:** When Class 3 inspection (prior to purchase at origin) workload is present, additional staffing may be required and will be determined by local appraisal. The percent of total workload that such Class 3 inspection represents and the related increase in the manpower requirements recommended, should be recorded by the Survey Team on the Schedule X. Standards of grade allowance for personnel involved in contractor procurement inspection (Class 3 only) will be in accordance with AR 611-201.



Table 567-213: Animal Medicine

**Work Performed.** Conducts a comprehensive program to control animal diseases transmissible to man and/or animals. Provides veterinary medical care to Government-owned animals and other animals authorized care.

Yard-tick		Animal Care Units*.....	350	750	1450	1925	3000
		Manpower requirements.....	1	3	5	6	7
		Interval rate.....	.005	.003	.002	.001	

Military positions					Position designation	Number of positions					Civilian positions	
Line	Duty position title	Br	Code	Grade							Job title	Code
1	VET SVC OFF...	VC	64A	MAJ/ CPT/ LT	C	a	a	1	1	1	VET MEDICAL OFF.	GS-0701
2	ANIMAL SP.....		91T20	E-5	C					1	{ ANIMAL CARE-TAKER.	WB-7706
											{ BIO LAB TECH.	GS-0404
3	ANIMAL SP... HORSESHOER.}		91T10	E-4	C	1	1	1	2	2	{ ANIMAL CARE-TAKER.	WB-7706
											{ BIO LAB TECH.	GS-0404
4	ANIMAL SP.....		91T10	E-3	C		2	3	3	3	{ ANIMAL CARE-TAKER.	WB-7706
											{ BIO AIDE	GS-0404

\*Average monthly Animal Care Units reported on Veterinary Activities Program Summary (RCS: HSVS-50), Part II, Lines 13 through 21 (do not include the number of animals reported on sublines to line 17 or 18). In overseas units not using RCS: HSVS-50, manpower requirements will be determined by local appraisal and may be based on factors which include but are not limited to: The number of public and private animals provided veterinary medical support, scope of assigned preventive medicine activities, genus/species of animals, dispersion of animals, size and type of facilities and the scope of military and civilian programs to control animal disease transmissible to man.

a Chief, Office of Deputy Veterinary Activities, may also function as Chief, Animal Medicine.

## **APPENDIX B**

CODES from CHAPTER 3, HSC Reg 40-28 (the 180 day test that went for 2 years)

CL 1  
CL 2  
CL 3  
CL 4-1  
CL 4-2  
CL 5-1  
CL 5-2  
CL 6  
CL 7  
CL 8  
CL 9  
A & D  
AFA  
DISTR  
D/SP  
EMERG  
EQUIP  
EUTH  
FILING  
GEN ADM  
GOV  
H.C.  
IMP  
INIC  
IN PT  
LAB DIAG  
LAB SAMP  
LIAISON  
MC&T  
NAFI  
OJT

OUT PT  
PET REG  
PHONE  
POSTING  
QA/SA  
QUAR  
REVIEW  
RPT  
SAL  
SIC  
SIDW  
SIM  
SIS  
SOP  
SUPPLY  
SUPV  
SURG  
TDY  
TRNG  
TYPING  
VIS REC  
VPH  
XRAY  
NPH  
plus local additions

## CHAPTER 3

## VETERINARY SERVICES UNIFORM STAFFING METHODOLOGIES

3-1. PURPOSE. To establish the policies and procedures for maintaining manhours to duty functions, as required by DOD 6010.11M.

3-2. GENERAL. The uniform staffing methodologies are being developed by the Department of Defense (DOD) to establish a more effective method of determining manpower requirements. It is imperative that the veterinary services develop a standardized program that can be adopted by DOD. To assist in this standardization, a format SOP (refer to appendix A) has been developed to be adapted and implemented at every work center within each veterinary activity.

3-3. RESPONSIBILITIES.

a. The DVA will be responsible for developing an activity SOP to capture manhours expended per workload function.

b. Branch officers in charge (OICs) and noncommissioned officers in charge (NCOICs) will insure that the programs are implemented and maintained on a daily basis.

c. Section NCOICs will insure personnel understand the reasons for this report, the techniques required for completion, and that each person takes a daily responsibility in reporting extended manhours accurately.

d. The individual members of the veterinary activity will insure their manhours are recorded accurately and in a timely manner (daily).

3-4. POLICIES.

a. The format SOP provided will be the basic requirements for manhour records. The functions and tasks may be expanded, but should not be consolidated without impact evaluation and discussion with the HSC Directorate of Veterinary Services.

b. The method of recording may be modified by activity SOP, but the frequency of daily posting of the manhour records cannot be extended.

c. Local forms will be established, or existing forms adapted, to meet these requirements. Suggested form is furnished as an inclosure to the SOP format.

d. After a 180-day field evaluation of activity procedures, recommendations for modification or standardization of the SOP format and procedures should be sent to this headquarters, ATTN: HSVS-P.

e. The veterinary activity record of hourly activity (RHA) will be used to complete the HSC Form 346-R at the MEDDAC or MEDCEN level. It must be noted that only the horizontal total each day will be reflected on the HSC Form 346-R, as UCA Cost Center Code "FBD."

f. The veterinary activity RHA will be maintained within the veterinary activity as substantiation for the HSC Form 346-R. The RHAs will not be forwarded, but will be maintained within the veterinary activity files.

## APPENDIX A

## SOP FORMAT

DATE

VETERINARY ACTIVITIES SOP FOR USE OF \_\_\_\_\_ FORM  
(RECORD OF HOURLY ACTIVITY AND MANHOURLY DISTRIBUTION)

## 1. REFERENCES.

- a. DOD 6010.11M, Uniform Staffing Methodologies for Fixed Medical and Dental Treatment Facilities.
- b. AR 570-4, Manpower Management.
- c. DA Pam 570-557, Staffing Guide for US Army Medical Department Activities.
- d. HSC Reg 10-1, Organizations and Functions Policy.
- e. HSC Reg 40-28, Veterinary Standardization Policies and Procedures.

2. PURPOSE. To prescribe responsibilities, procedures, and instructions for recording and maintaining an individual record of hourly activity and manhour distribution for computation of staffing and performance standards.

3. POLICY. To maintain an accurate record of work performance and manhours expended by all veterinary activity personnel to facilitate proper work scheduling, balanced work distribution, and determination of manpower requirements.

## 4. RESPONSIBILITIES.

- a. Branch OICs and NCOICs will:

- (1) Insure that each person under their supervision maintains a daily record of work performance and manhours expended on the \_\_\_\_\_ Form \_\_\_\_\_, Record of Hourly Activity (RHA).

- (2) Perform onsite reviews of the \_\_\_\_\_ Form \_\_\_\_\_ at least weekly for correctness of entries and authenticate the record by placing their initials by the remarks column of the day the review was conducted.

- (a) The \_\_\_\_\_ Form \_\_\_\_\_ will not be collected during the month by any reviewer unless specifically directed by the branch OIC. All during the month, reviews will be conducted onsite with the maintaining individual being present.

- (b) The weekly review by the section or branch NCOIC will be used for constructive individual corrections and/or unit manhour evaluation and adjustments. Repeated shortcomings by any individual may result in administrative corrective actions.

NOTE: EXCEPTIONS FOR OUTLYING DUTY STATIONS MUST BE DELINEATED WHEN SUPERVISORY VISITS OCCUR LESS THAN WEEKLY; AGAIN, THE SOP MUST BE ADAPTED BY THE DVA FOR INDIVIDUAL ACTIVITIES.

- (3) Prepare a new \_\_\_\_\_ Form \_\_\_\_\_ for each subordinate for the following month, not later than the close of business of any month. This will insure uniformity of function codes.

- b. All veterinary activity personnel will maintain an accurate record of the hourly activity of work performance and the manhours expended on the \_\_\_\_\_ Form \_\_\_\_\_, in accordance with instructions provided below.

(1) The maintaining individual will horizontally total all entries on a daily basis.

(2) The maintaining individual will vertically total all entries on a monthly basis, and these totals will be shown at the bottom of each column utilized on the \_\_\_\_ Form \_\_\_\_.

(3) The maintaining individual will insure the horizontal total summation equals the vertical total summation.

(4) Upon verification of the totals, the maintaining individual will sign and date the \_\_\_\_ Form \_\_\_\_, then present (or mail as applicable) the RHA to the section or branch NCOIC, not later than 8 duty hours after the close of business of the last day of the month.

c. Section leaders will routinely spot check subordinates' \_\_\_\_ Form \_\_\_\_ for uniformity and accuracy.

#### 5. INSTRUCTIONS.

a. Manhours expended will be recorded to the nearest half hour increment in the designated blocks of the form.

b. Entries of hourly activities and manhours expended will be made under the appropriate function or task codes in accordance with the definitions provided in paragraph 6. Not all functions are applicable to all personnel, but each person's functions should be generally consistent from month to month. Personnel of similar MOS will have similar function codes. See the attached samples for concept or format guidance.

(1) Asterisks (\*) will denote entries that are to be explained in the remarks column.

(2) An asterisk (\*) will be used adjacent to any duty hours recorded that are not routine; e.g., special site visits, extra long hours in any area (TDY visits, self-help construction, travel, etc.).

(3) Travel time (except to and from residence) will be included with the mission requirement. The total hours entered will be marked with an asterisk (\*) and travel time will be annotated in the remarks column if travel time was unusual.

c. All manhours expended in connection with or related to a specific food inspection or animal care function will also be included under the listed function or task code. Example: For Class 4 Inspection (Code: CL 4-1) - in addition to the actual inspection time expended, manhours used for travel, publication and contract review, coordination with responsible personnel, consultation with supervisor, report preparation, etc., will be combined and posted under the "CL 4-1" block.

d. Travel time expended during duty hours will be included on the \_\_\_\_ Form \_\_\_\_ within the specific function block to which the travel is applicable. Commuting time to and from residence will not be included as this occurs outside of duty hours (see paragraph 6).

e. Ordinary and sick leave, compensatory time, hospital and dental clinic appointments, personal errands, military (non-veterinary activity) obligations, etc., are determined nonproductive hours and, therefore, will be separately reported on the form as such (Code: NPH). Reasons for nonproductive hours will be annotated in the remarks column.

f. Whenever excessive overtime manhours are expended to accomplish urgently required missions, the reason for the abnormal recorded productive overtime manhours will be annotated in the remarks column of the form, if not easily identified within the functions. Tasks that are accomplished at home after normal duty hours will be reported as productive manhours expended on the form under the appropriate function.

g. On a daily basis, recorded productive manhours will be horizontally totaled and entered in the "Daily Total Hours" column.

h. At the end of each month, daily manhours recorded will be totaled (vertically) and entered in the last block of the form by function or task codes. The total of the vertical block summations (excluding NPH) will be in agreement with the total entered for the horizontal daily total hours.

i. Upon verification of the totals, the maintaining individual will sign and date the \_\_\_\_\_ Form, then present (or mail, as applicable) the form to the section or branch NCOIC not later than 8 duty hours after the last workday of the month.

j. The section or branch NCOIC will verify the entries on the form and insure that the recorded data are correct and complete and submit (or mail, as applicable) the forms to the branch OIC before the 3d working day of the following month.

(1) The branch's \_\_\_\_\_ Forms trends will be reviewed on a monthly basis, under direction of the branch OIC, and the data transferred to an appropriate summary sheet, which is to be forwarded to the HSC Directorate of Veterinary Services.

(2) The completed \_\_\_\_\_ Forms, after completion of the summary sheet, should be stapled to the respective branch file copy of the summary sheet prior to forwarding to the HSC Directorate of Veterinary Services.

(3) All completed forms will be maintained in the veterinary activity 102-01 files.

6. FUNCTION AND TASK CODES. The following list of function and task codes is to be used for completing the \_\_\_\_\_ Form. Expended manhours relating to the daily official duty will be inserted in the proper blocks provided on the form. Commuting time to and from the residence and work area will not be included.

<u>FOOD AND SANIT INSP CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
CL 3	Class 3 Procurement Inspection	Inspections conducted prior to purchase to determine requirements for sanitation, wholesomeness, and quality. Conducted only at the _____.
CL 4-1	Class 4 Procurement Inspection (fresh fruits and vegetables (FF&V), chilled beef, shell eggs)	Inspections conducted upon delivery at purchase and/or delivery points to determine compliance with contractual, sanitary, wholesomeness, and quality requirements. This is the last inspection prior to transfer of ownership to the Government of the food items inspected.
CL 4-2	Class 4 Procurement Inspection (Other than FF&V, chilled beef, and shell eggs)	Same as CL 4-1. Inspection includes all locally procured food items other than FF&V, chilled beef, and shell eggs.
CL 5-1	Class 5 Surveillance Inspection (FF&V & shell eggs)	Inspection conducted to determine if Government-owned foods are wholesome and suitable for further storage,

FOOD AND SANIT  
INSP CODE

FUNCTION AND TASK

DEFINITION AND APPLICATION

		shipment, issue, sale, consumption. Inspection for this code only includes FF&V and shell eggs.
CL 5-2	Class 5 Surveillance Inspection (Other than FF&V & shell eggs)	Same as CL 5-1. Inspection includes all other subsistence products (chilled, frozen, canned, bottled, and/or dried) other than FF&V and shell eggs.
CL 6	Class 6 Prior to Shipment Inspection	Inspection conducted prior to shipment of food items from one Government installation or agency to another to determine if subsistence is sound and suitable for further shipment and/or issue, to include Sanitary Inspection of Carrier.
CL 7	Class 7 Surveillance	Inspection of food items at time of issue (troop issue) or sale, to include vehicle inspections. (Excluding salvage)
CL 8	Class 8 Procurement Inspection	Inspections conducted upon delivery at purchase of food items procured by nonappropriated fund activities, to include vehicle inspections.
CL 9	Class 9 Surveillance Inspection	Inspection conducted on subsistence held in storage to detect early signs of deterioration and/or to detect faulty temperature or warehouse practices which may cause premature deterioration of subsistence, to include intra-agency transport actions. (Excluding salvage)
QA/SA	Quality Audit/Special Audit	Quality Audit and Special Audit inspections, as directed by DPSC or HSC.
SIC	Sanitary Inspection of Civilian Establishment (Non-TDY)	Inspection conducted at food establishments which may serve as sources of food for the Armed Forces. For this code only, include inspections of civilian food establishments for directory and/or local list accomplished without TDY orders and travel time will be included.
SIM	Sanitary Inspections Military Facility	Inspection conducted at Government-owned facilities where Government-owned subsistence items are issued and/or stored or at general merchandise distribution activity or nonappropriated fund instrumentalities (NAFI) animal facilities.



<u>FOOD AND SANIT INSP CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
SIDW	Sanitary Inspection Daily Walk Through	Daily walk throughs of commissary Troop Issue Subsistence Activity (TISA and AAFES facilities conducted by food inspector to detect potential problems.
SAL	Salvage Disposition	Commissary inspection conducted to determine salvage disposition on subsistence items. Number of items inspected for salvage disposition will be annotated in supporting inspection documents.
LAB	Laboratory Sampling	Those actions involved in drawing, processing, and shipping laboratory samples of subsistence requiring DD Form 1222, Requests for and Results of Tests, not included within other function areas.
D/SP	Dairy/Salad Inspection Program	Those functions involved with destination dairy or salad programs, origin dairy programs to include sample identification, sampling plans, documentation of inspection actions, and reporting on results.
AFA	ALFOODACT Inspections	Those actions and inspections caused by an ALFOODACT notification, to include telephone and negative feedback duties.
SIS	Subsistence Item Survey	Inspections and actions required to support the US Army Troop Support Agency (TSA) Subsistence Item Survey program.
A&D	Admission and Disposition	Activities relating to scheduling patients, receiving and/or interviewing clients, collection of monies, and/or release of patients to clients.
EMERG	Emergencies	Patients seen without appointment, and/or doctor of veterinary medicine consultation by phone, out of ADPAC facility, etc.
OUT PT	Outpatient Control of Animal Disease	Animal Disease Prevention and Control Facility functions to include immunizations and other outpatient appointment tasks not otherwise delineated.
XRAY	X-ray	Animal X-ray functions to include developing and filing.
IN PT	In-patient Care by DVM	Includes X-ray, surgery, and other support to admitted patients performed by DVM.

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<u>FOOD AND SANIT INSP CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
SURG	Surgery	Animal surgery to include post-op and pre-op care.
EUTH	Euthanization	Euthanization tasks, to include documentation and carcass storage within ADPAC facility.
QUAR	Quarantine	Animal quarantine functions and/or bite report functions.
INCI	Incineration/Final Disposal	Incinerating animal remains, organic wastes, and other matters or equivalent measures, such as transporting waste or remains to approved landfill.
H.C.	Health Certification	Animal physical examination for, and preparation of, health certificates.
IMP	Impoundment	Animal impoundment and other necessary tasks required for impounded animals, to include facility cleaning, feeding, and watering.
LAB	Laboratory Diagnosis	Animal laboratory tasks, to include documentation in support documents. This includes preparing and submitting DD Form 1222 specimens and/or rabies suspects to reference laboratories.
PET RG	Pet Registration	Registration of pets functions, to include provost marshall feeder reports and tag inquiries.
GOV	Coordination with State or Federal Government and/or Local Government in Regard to Animals	Coordination with Government agencies regarding animals, to include administrative processing of importation and/or exportation documents.
NAFI	Nonappropriated Fund Instrumentality	Actions required by Central Accounting Office to monitor the veterinary fund, or based on other NAFI controls.
<u>ADMIN CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
TYPING	Typing	Typing from prepared source documents.
GEN ADM	General Administration	Tasks relating to filing, answering telephone, in-facility mail and publication distribution, personnel action, regulation posting, office supply, and all other general administrative duties.

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<u>ADMIN CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
SUPV	Supervision	Providing technical guidance and consultation, personnel actions which relate to general and/or direct supervision of subordinates. (Exclude TDY.)
LIAISON	Liaison	Conducting liaison visits to or telephonic coordination with internal and external activities (excluding TDY), not related to another specific function code.
REVIEW	Reference Publications and Contracts Review	Only concerns mission related publications and contracts. All other reading materials will be applied in the GEN ADM code.
SOP	Review, Update, and Prepare SOPs, Policy or Precedent Documents	Periodic review, updating, and preparation of SOP, policy, or precedent statement due to changes in guideline publications and regulations.
OJT	On-the-Job Training (OJT)	Assigned personnel receiving OJT from experienced supervisor, technician, or worker. Personnel providing training in conjunction with assigned task otherwise identifiable will not post expended hours in this code.
RPT	Report Preparation	Preparation and review of reports (recurring or when required) relating to mission requirements.
EQUIP	Equipment and Building Maintenance and Clean Ups Not Related to Specific Functions	Tasks requiring maintenance, police, or clean up of tools, grounds, facilities, and/or other equipment (meters, scales, Government sedans, etc).
SUPPLY	Requisition of Supplies	Periodic requisition of nonmedical or medical supplies and equipment required for mission accomplishment. Office supplies will be recorded in GEN ADM.
MC & T	Meeting, Counselling, and Training Attended (non-TDY)	The attendee shall include nonrelated or related mission meetings, counselling, and AMEED, installation, or SQT training, to include travel time. (Exclude TDY)
TDY	Temporary Duty	All TDY mission for which official orders are issued will be reported in this code. Primary visitation sites and reasons for TDY will be recorded in the remarks.

<u>ADMIN CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
TRNG	Training and/or Instruction	The provider or presenter shall include formal presentations given to subordinates concerning mission-, AMEDD-, or installation-required training or similar documented session. (Exclude TDY)
VPH	Veterinary Public Health	DVM activities within the military community in education, publications, and guest speaking or similar activities aimed at improving and maintaining the health of the command.
DISTR-R	Distribution Runs	Routine out-of-facility travel required to deliver or pick up distribution, mail, or similar recurring items.
NPH	Nonproductive Manhours	Manhours expended for annual and sick leave, compensatory time, charge of quarters, personal errands, hospital and dental appointments, etc., during normal duty hours are considered non-productive hours. Reason for nonproductive hours will be annotated in the remarks column.
TYPING	Typing	Typing from prepared source document (letters, forms, reports, etc.).
FILING	Filing	Placing documents in folders, initiating, reviewing, and retiring files, etc.
PHONE	Telephone Reception or Transmission	Receiving telephone inquiries, routing callers, taking phone messages, conducting phone business not related to other tasks on form.
VIS REC	Visitor Reception	Receiving visitors, routing visitors, or otherwise providing liaison with person(s) visiting the work area.
DISTR	Distribution	Sorting intra-organization mail and documents to be routed within the activity. Picking up or delivering activity documents from areas others than work center.
POSTING	Posting	Updating 103-01 reference files or other binder-held document files. Review of binder files for correctness and identifying shortcomings.

<u>ADMIN CODE</u>	<u>FUNCTION AND TASK</u>	<u>DEFINITION AND APPLICATION</u>
OFC SUP	Office Supplies	Ordering, controlling, sorting, maintaining, or issuing office supplies.
GEN ADM	General Administration	Those other GEN ADM tasks not listed specifically in the other codes.
REVIEW	Per ADMIN CODES	
MC & T	Per ADMIN CODES	
SUPPLY	Per ADMIN CODES	
EQUIP	Per ADMIN CODES	
TRNG	Per ADMIN CODES	
NPH	Per ADMIN CODES	

#### 7. CONTROLS.

a. The \_\_\_\_\_ Form \_\_\_\_\_ is the basis for completing manhour distribution analysis so accuracy must be assured by each supervisor on a regular basis.

b. The \_\_\_\_\_ Form \_\_\_\_\_ is the record of mission and function completion in accordance with (IAW) HSC Regulation 10-1 and veterinary activity requirements so verifications of hours recorded and duties performed are essential.

c. The \_\_\_\_\_ Form \_\_\_\_\_ is the cornerstone of any potential manpower review action IAW DA Pamphlet 570-557, so categories utilized must be translatable into functions that are identifiable and justifiable.

d. All daily and functional controls are the responsibility of the branch or section supervisors.

RECORD OF HOURLY ACTIVITY		OPERATIONAL HOURS		MONTH, YEAR		LAST NAME, FIRST NAME, MI		91T/704/AN CARETAKER		REMARKS																												
		Duty Days x 8 hrs																																				
DAY	ANIMAL CARE												ADMIN												OTHER												DAILY TOTAL HOURS	
	A&D	EMERG	OUT PT	X-RAY	SURC	EUTH	INCI	QUAR	HC	IMP	LAB	PET REG	GOV	CAO	REVIEW	SOP	OUT	RPT	EQUIP	SUPPLY	MCAI	TDY	DISTR	VPH	NPH													
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RECORD OF HOURLY ACTIVITY														OPERATIONAL HOURS		MONTH, YEAR		LAST NAME, FIRST NAME, MI		REMARKS								
DUTY HOURS X 8 HRS																		91R/1910 FOOD INSP										
DAY	CL 4-1	CL 4-2	CL 5-1	CL 5-2	CL 6	CL 7	CL 8	CL 9	OASA/SIS	SIM	SIDM	SAC	LAI	D/S	ALH	GEN	SUPV	REVIEW	SOP		OUT	RPT	EQUIP	SUPPLY	MCAST	TDY	DISTR	NPH
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RECORD OF HOURLY ACTIVITY														OPERATIONAL HOURS		MONTH, YEAR		LAST NAME, FIRST NAME, MI		CL3 NCOIC/EP		REMARKS		
Duty Days x 8 hrs														FD INST SPT		OTHER		DAILY TOTAL HOURS						
DAY	CL 3	CL 4-2	CL 5-2	CL 6	CL 8	CL 9	SIC	LAB	AFA	D/SP	TYPING	GEN ADM	NEW EM	SPT	RPT	EQUIP	LIAISON		SUPPLY	MC&T	TDY	TNG	DISTR	NPH
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Duty Days x 8 hrs														SEC/CLK TYPIST						
DAY	TYPIST	FILING	PHONE	VIS REC	DISTR	POSTING	OFC SUP	GEN ADM	REVIEW	MC&T	SUPPLY	EQUIP	TNG	NPH	DAILY TOTAL HOURS					
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										Duty Days x 8 hrs				Br NCOIC							
DAY	FOOD INSP				ADMIN AND NCO DUTIES				OTHER				DAILY TOTAL HOURS	REMARKS							
	CL-3-9	SIC	SIM	SICM	AFA	TYPING	GEN ADM	SUPV	LIAISON-IN	-AF	-NV	-OT			EQUIP	SUPPLY	MCAI	TDY	DISTR	VPH	TNC
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THIS RECORD IS TRUE AND FACTUAL.

RECORD OF HOURLY ACTIVITY										OPERATIONAL HOURS		MONTH, YEAR		LAST NAME, FIRST NAME, MI											
										PER DAY x 8 hrs		DVN/NO		REMARKS											
DAY	FD INSP DUTIES				ANIMAL CARE				OTHER				DAILY TOTAL HOURS												
	CL 3-9	QASA/SIS	SIC	SIM	D/S P	APV	AAD	EMERG	OUT PT	IN PT	PET REC	GOV			LAFT	ADM	SUPV	LIASIS-ADMIN	SOP	RPT	MC&T	TDY	TNC	VPH	DISTR
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## **APPENDIX C**

<b>VETERINARY ACTIVITIES</b>				<b>PERIOD COVERED</b>		<b>REQUIREMENT CONTROL SYMBOL MED-25(R6)</b>			
For use of this form, see AR 40-658; the proponent agency is the Office of The Surgeon General									
THRU:		TO:		FROM:					
<b>PART I - FOOD SAFETY AND HYGIENE</b>									
<b>SECTION A - SANITARY INSPECTIONS</b>									
TYPE INSPECTION				a. NUMBER APPROVED		b. TOTAL			
1	INITIAL, SPECIAL AND UPDATING								
2	ROUTINE								
3	CARRIER								
4	MILITARY FACILITIES								
<b>SECTION B - PROCUREMENT INSPECTIONS</b>									
SPECIES		ANTEMORTEM INSPECTIONS (CLASS 1)				POSTMORTEM INSPECTIONS (CLASS 2)			
		NUMBER PASSED <i>c</i>	NUMBER REJECTED <i>d</i>	NUMBER INSPECTED <i>e</i>	POUNDS INSPECTED <i>f</i>	NUMBER PASSED <i>g</i>	NUMBER REJECTED <i>h</i>	NUMBER INSPECTED <i>i</i>	POUNDS INSPECTED <i>j</i>
5	BOVINE								
6	PORCINE								
7	OTHER								
8	TOTAL (Lines 5-7)								
<b>SECTION C - SUBSISTENCE AND SURVEILLANCE INSPECTIONS</b>									
CLASS		POUNDS PASSED ON INITIAL INSPECTION <i>h</i>	POUNDS PROVISIONALLY REJECTED AND ULTIMATELY		TOTAL <i>n</i>				
			l. ACCEPTED	m. REJECTED					
9	PRIOR TO PURCHASE (Class 3)								
10	ON DELIVERY AT PURCHASE (Class 4)								
11	PURCHASED BY NONAPPROPRIATED FUND (Class 8)								
12	CLASSES		o. PASSED	p. DISTRESSED	q. CONDEMNED				
	CLASS 5								
	CLASS 6								
	CLASS 7								
	CLASS 9								
13	TOTAL FOOD INSPECTED (Class 3 thru Class 9)								
<b>SECTION D - SPECIAL PROGRAMS AND SERVICES</b>									
TYPE DUTY					TOTAL				
14	PREAWARD SURVEYS								
15	MILITARY CIVIC ACTION								
16	ACTIVITIES PROVIDED ATTENDING FOOD INSPECTION VETERINARY SERVICE								
17	NUMBER OF VISITS MADE TO ACTIVITIES LISTED ON LINE 16								
18	ACTIVITIES PROVIDED ATTENDING ANIMAL CARE VETERINARY SERVICE								
19	NUMBER OF VISITS MADE TO ACTIVITIES LISTED ON LINE 18								
20	OFFICERS ASSIGNED RESPONSIBILITIES WITH PREVENTIVE MEDICINE ACTIVITIES								
21	NUMBER OF QUALITY ASSURANCE VISITS TO DAIRY PLANTS								
22	QUALITY AUDITS								
23	SUBSISTENCE ITEM SURVEYS								
24	UNSATISFACTORY MATERIAL REPORTS								
25	OTHER								

**PART II - ANIMAL MEDICINE**

FUNCTION		PUBLIC ANIMALS	OTHER ANIMALS	TOTAL
26	CANINE SUPPORTED			
27	EQUINE SUPPORTED			
28	OTHER ANIMALS SUPPORTED			
29	ZOONOTIC DISEASES DIAGNOSED			
30	SPECIAL EXAMINATIONS			
31	RABIES IMMUNIZATIONS			
32	OTHER IMMUNIZATIONS			
33	OUTPATIENT VISITS			
34	DIAGNOSTIC PROCEDURES			
35	FACILITY INSPECTIONS			
36	SURGICAL PROCEDURES			
37	ADMISSIONS			
38	PATIENT DAYS			
39	EUTHANIZED			
40	NECROPSIES			
41	ANIMAL BITE CASES			
42	HEALTH CERTIFICATES			
43	STRAYS IMPOUNDED			
44	IMPOUNDMENT DAYS			
45	RABIES QUARANTINES			
46	RABIES QUARANTINE DAYS			
47	OTHER QUARANTINES			
48	OTHER QUARANTINE DAYS			

**PART III - NARRATIVE REPORTS**

(CONTINUE ON BLANK SHEETS IF NECESSARY)

TYPED NAME, GRADE, TITLE, OFFICE SYMBOL AND TELEPHONE  
NUMBER OF RESPONSIBLE VETERINARIAN

SIGNATURE OF RESPONSIBLE  
VETERINARIAN

DATE SIGNED





# MANAGEMENT SUPPORT

YSK

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HEADQUARTERS  
ARMY

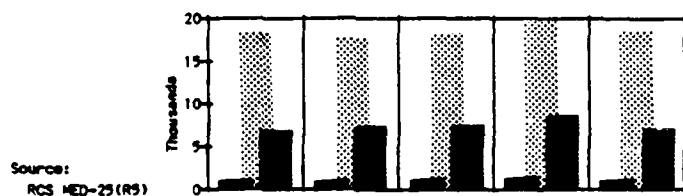


HEADQUARTERS SERVICES COMMAND

FORT SAM HOUSTON, TEXAS 78234

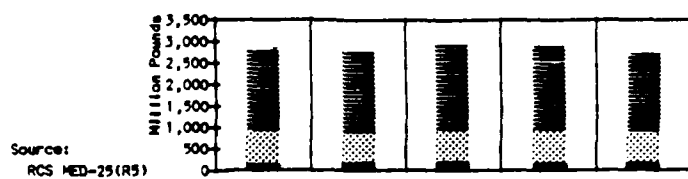
## VETERINARY ACTIVITIES

### ANIMALS QUARANTINED & ZOONOTIC DISEASES DIAGNOSED



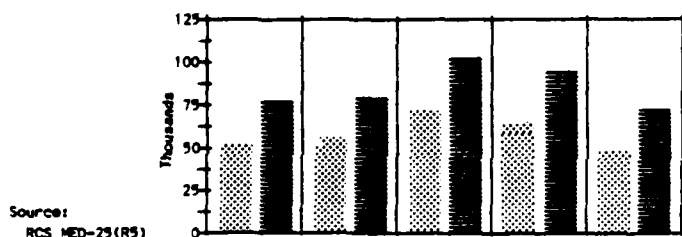
	1Q 84	2Q 84	3Q 84	4Q 84	1Q 85
Animals Quarantined	1,038	864	1,042	1,115	1,039
Zoonotic Diseases Diagnosed	18,005	17,201	17,866	19,649	18,450
Stray Animals Impounded	7,056	7,313	7,435	8,309	7,279

### FOOD INSPECTIONS



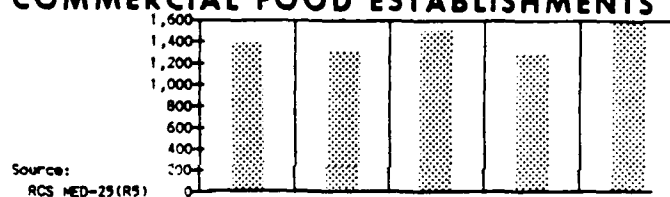
	1Q 84	2Q 84	3Q 84	4Q 84	1Q 85
Quality Assurance	12	21	27	23	16
Receipt Food	863	840	928	911	845
Surveillance	1,892	1,851	1,986	1,943	1,873
Total	2,767	2,712	2,941	2,878	2,754

### IMMUNIZATIONS



	1Q 84	2Q 84	3Q 84	4Q 84	1Q 85
Rabies	50,466	55,216	70,255	66,429	47,867
Other	78,522	81,915	104,849	95,649	73,676

### SANITARY INSPECTIONS OF COMMERCIAL FOOD ESTABLISHMENTS



	1Q 84	2Q 84	3Q 84	4Q 84	1Q 85
Sanitary Inspections Accomplished	1,376	1,322	1,513	1,301	1,597

#### FOOD INSPECTIONS AND SANITARY INSPECTIONS OF COMMERCIAL FOOD ESTABLISHMENTS

**OBJECTIVE:** Objectives of the HSC veterinary service food and sanitary inspections are to protect the health of military personnel from foodborne illnesses, and to determine whether or not the foods purchased comply with all terms of the purchase instrument.

**ANALYSIS:** During the quarter, 1,597 sanitary inspections of commercial food establishments were completed which is higher than last quarter and the quarter a year ago. Quality Assurance was lower than last quarter but higher the same quarter a year ago. Receipt food inspection was also slightly lower while the surveillance inspection remain the same. 140 million pounds not inspected due to a lack of personnel.

#### IMMUNIZATIONS, ANIMALS QUARANTINED, & ZOONOTIC DISEASES DIAGNOSED

**OBJECTIVE:** Objectives of the HSC veterinary preventive medicine program are the early detection, prevention, and control of diseases common to man and other animals.

**ANALYSIS:** During the quarter, 47,867 animals were immunized against rabies. This figure represents a significant drop from the number immunized during the previous quarter. This drop is typical and generally can be explained by the onset of winter and the decrease in vaccinations being given preparatory to summer transfers. This same pattern exists for other immunizing agents administered against conditions such as leptospirosis, equine viral encephalitis, tetanus, canine distemper, and feline panleukopenia. Animals quarantined, zoonotic diseases diagnosed, and stray animal impounded have all decreased from 4Q 84 which also fits established precedent. However zoonotic diseases diagnosed and stray animals impounded are somewhat higher than for the same period a year ago which may be attributed in part to increased efficiency and increased public awareness of the need for animal disease prevention and control.

# HSC VETERINARY ACTIVITIES STAFFING AND WORKLOAD

10 FY 85

ACTIVITIES	AUTH/ACT	VC	PERSONNEL RECAP				LBS FOOD INSP (MILLIONS)	ESTABLISH- MENT SANITARIES	QUALITY AUDIT/ SIS	TOTAL IMMUNIZA- TIONS	OUTPATIENT VISITS	STRAY IMPOUND- MENT	QUARAN- TINE	ZOOLOGIC DISEASES DIAGNOSED
			MO	91R	91T	CIV								
FT ORD	85/94	8/6	2/2	59/65	12/17	4/4	238.4	125	492	7,022	3,564	645	51	1,540
FT EUSTIS	84/83	5/5	2/2	66/65	7/7	4/4	270.0	18	59	2,676	2,395	192	12	299
TAMC	78/71	11/10	2/2	46/42	16/14	3/3	155.9	115	0	7,396	8,834	471	37	1,406
FT MEADE	68/62	5/5	2/2	48/41	5/6	8/5	203.8	59	39	2,879	2,635	135	15	365
3AMC	64/68	11/11	1/1	29/26	20/27	3/3	53.8	47	0	9,483	11,125	215	200	633
LAMC	64/64	7/6	2/2	43/44	7/3	5/3	228.9	74	84	3,990	1,369	31	18	408
FT LEONARD WOOD	56/57	7/3	2/1	32/34	11/15	4/4	64.9	179	3	4,081	2,438	366	20	607
FT STEWART	50/50	6/6	1/1	35/33	5/8	3/2	143.6	92	0	6,402	1,130	126	17	1,470
WRAMC	48/51	5/5	2/1	26/28	12/14	3/3	81.8	30	43	2,548	2,537	1	2	366
FT DIX	47/45	2/3	2/2	33/32	2/4	9/4	74.5	65	41	784	271	295	15	95
MAHC	42/36	6/5	1/1	22/21	10/8	3/1	94.1	69	2	4,578	4,129	258	10	421
FT RUCKER	40/40	4/5	1/1	24/23	3/9	2/2	51.8	40	0	5,008	4,015	124	37	609
ODEAMC	39/43	6/6	2/1	22/24	5/9	4/4	57.6	44	0	2,505	2,124	44	15	370
FT CAMPBELL	37/40	3/4	1/1	25/25	5/8	3/2	177.1	37	39	3,333	605	384	29	499
FT BRAGG	36/42	4/5	1/1	21/23	7/11	3/2	112.7	47	7	3,818	2,434	953	56	983
FT DEVENS	36/39	5/6	1/1	22/19	7/11	1/2	45.3	95	0	3,218	2,550	40	12	640
PANAMA	32/31	3/3	1/1	22/22	1/0	5/5	50.8	91	0	1,983	2,870	143	140	915
FT KNOX	28/27	4/3	1/1	15/15	4/6	4/2	41.1	49	0	3,533	3,257	256	25	525
FT HOOD	27/30	4/4	1/1	17/17	4/7	1/1	72.6	51	34	5,665	3,199	535	103	387
FT JACKSON	25/29	3/2	1/0	17/22	2/3	2/2	75.0	24	19	2,196	617	46	5	279
WBAMC	24/28	6/6	0/0	10/12	7/9	1/1	43.4	21	0	5,139	1,992	267	30	145
ALASKA	24/26	4/4	1/1	13/15	5/5	1/1	18.6	17	0	2,162	623	169	2	42
FT BENNING	22/25	3/4	1/1	12/11	5/8	1/1	47.2	24	3	3,719	1,940	145	23	1,257
FT LEAVENWORTH	21/25	3/3	1/1	11/12	3/8	3/1	46.3	20	40	2,545	1,328	58	4	377
FAMC	21/20	5/6	1/1	7/7	7/5	1/1	19.4	53	0	4,129	2,843	115	6	297
FT HUACHUCA	20/22	5/5	0/0	9/9	5/8	1/1	8.7	17	0	4,533	2,071	237	29	336
FT LEE	20/24	1/1	1/1	13/18	2/2	3/2	59.1	9	3	559	99	45	1	173
FT CARSON	17/21	2/2	1/1	9/10	5/7	1/1	24.9	7	3	3,214	1,028	227	11	133
FT SILL	17/20	4/4	3/9	7/9	5/6	1/1	29.3	29	0	4,412	408	64	72	541
FT MCCLELLAN	16/19	2/2	1/1	10/13	2/2	1/1	42.4	17	41	711	566	36	13	171
FT BELVOIR	14/17	1/1	1/1	9/9	2/5	1/1	36.8	7	0	1,546	557	72	6	294
FT POLK	14/15	3/3	0/0	8/8	2/3	1/1	16.1	6	0	2,253	1,831	254	2	727
FT IRWIN	13/14	3/3	0/0	7/7	2/3	1/1	12.6	6	0	1,895	395	56	3	54
FT RILEY	13/10	2/2	1/0	6/6	1/2	3/0	21.0	10	0	1,067	2,196	175	6	49
WEST POINT	11/11	2/2	0/0	6/5	2/3	1/1	12.8	11	0	315	262	28	3	52
REDSTONE ARSENAL	7/8	0/0	1/1	4/5	1/2	1/0	14.1	0	0	756	113	30	15	176
FT MONMOUTH	6/6	0/0	1/1	3/3	1/1	1/1	9.3	3	0	406	194	41	4	47

The HSC Veterinary Activities Staffing and Workload chart allows visualization of the current staff available to accomplish the mission and selected indexes reflecting work volume during a FY quarter. The workload figures are relatively accurate whereas the staffing figures, of necessity, represent manpower available at one point in time during the quarter. The staffing figures given are only approximately representative of the manpower available to accomplish the mission. The EDCEN/VEDDAC are arranged on the chart in order of total authorized staff. This allows for more convenient comparison between activities of like size and approximately like mission. Although there are numerous variables which impact on any veterinary activity's ability to efficiently utilize manpower, rough comparisons can nonetheless be derived from the chart by comparing the output per staff available with this same efficiency factor from similar veterinary activities. Another way of using the chart is to compare efficiency ratios of one period against those of another within the same activity.

The ultimate purpose of the HSC Veterinary Activities Staffing and Workload chart is to provide the field with a simple tool for comparing their activity with other similar activities toward identifying areas which may require increased management emphasis. It is recognized that there are multiple variables at work which influence work output and there are numerous output factors not included on the chart which compete with those presented for time and staffing. With this in mind, the chart can nonetheless provide some indication of relative efficiency.

## **APPENDIX E**

## REDISTRIBUTION SCENARIO FOR VETERINARY SERVICE SUPPORT

### Given:

1. Attending food inspection support by VC is preferable over attending animal care support by VC.
2. VC role for Army/Navy/Marine Corps/Coast Guard food inspection will be executive management only.
3. Base line data will be developed on parameters independent of level of veterinary service support being provided at current time (HSC/AHS/Panama/Far East Pacific requirements not included). Current base line determinations need additional input from Air Force/Navy/Marine Corps/Coast Guard before final decisions can be formalized.
4. An advanced-trained veterinary animal specialist (91T 30) can operate independently for restricted out patient services, if phone contact with VC is possible.
5. Existing staffing guidance will be adjusted accordingly to allow effective mission support.

## MINIMUM PLACEMENT OF 91T PERSONNEL

(1 Sep 81 Baseline Data)

### Scenario for Minimal Support:

1. Existing 91T requirements will not be eliminated.
2. Placement of a 91T w/o a veterinarian will require NLT 5 MWD and 20 Bite Cases/mo (or 3 EQ = 1 MWD workload = 5 Bite Cases).
3. Each VC position identified on a transition installation will require 1 91T for support. A second 91T is assigned when independent attending service would be required.
4. Each VC position is based on the minimum baseline factor for 50.
5. Navy/Marine Corps data has been traditionally reported within the servicing Air Force or Army data, and as such, impact cannot be evaluated until field surveys are completed in 60+ days.
6. 91T Personnel Structure Proposed.
  - a. A 91T assigned with a VC should be in the grade of E-5.
  - b. Two 91T personnel assigned with a VC should be one each in the grades of E-6 and E-4, since attending support would likely require independent 91T action.
  - c. A 91T assigned without a VC should be in the grade of E-6.
  - d. At Clark AFB, where five 91T personnel are required at one site, grade structure should be 1 - E-6, 1 - E-5, 1 - E-4, 2 - E-3.
  - e. At Lackland AFB, twelve 91T personnel are required at one site, grade structure should be 1 - E-7, 2 - E-6, 2 - E-5, 3 - E-4, 4 - E-3.
  - f. Sites identified with two 91T personnel are based on a multi-installation support requirement which potentially requires multi-site concurrent support.
  - g. Sites identified with more than two 91T personnel are based on US Air Force experience and are enlisted positions that are programmed (17 of 24) to be transferred from the US Air Force to the US Army as part of the world-wide transition program for animal support.
  - h. MEDDAC/MEDCEN 91T supervisory structure must be re-evaluated in light of the DOD mission diversification.
7. \* indicates proposed VC is not currently programmed, not has manpower been identified for potential programming; this would require 91T personnel proposed to work independently.

## DEFINITIONS

**A D POPULATION:** Those that we serve and deploy with in times of mobilization; maintain readiness.

**DEP POPULATION:** The health care user most likely to be seen in a community health program; problems here affect mental readiness of service member.

**RETIRED POPUL:** A user group that demands service, often beyond the space available concept; support of this group provides training needed for readiness and mobilization, not to mention a Congressionally guaranteed benefit.

**ON-INSTALL QTRS:** The family quarters on an installation shows the potential number of family units with companion animals, on the federal property, without state or local health support; the national average of 38 dogs and 21 cats per 100 population appears exceeded in military communities.

**COM \$:** Dollar value of commissary sales, in millions, compared to the population groups, indicates "shopping" pressures on a specific installation; if the 'commissary sales' are divided by the 'A D + DEP populations', the resulting figure will indicate the relative shopping pressure by the retired population.

**PUBLIC ANIMALS:** MWD (military working dogs) vs OTHER (equine & misc) does not include the privately-owned companion animals, but does indicate the patient load that will require full time, full service support; veterinary health care is mandated by DoD directives.

**BITE CASES:** The number of bite/scratch incident reports in a six month period is a variable that is dependent upon the reporting procedures of the Medical Treatment Facility (MTF); the figure indicates the potential "free roaming" animal population.

**FORMULA:** Retired population and Commissary sales do not effect the formula; these two figures are provided only as "indicators";

A D POPULATION x	1000		=	
DEP POP - (# QTRS x 3) x	500		=	
# QTRS ON INSTALL x	50		=	
PUBLIC ANIMALS (MWD) x	1		=	
PUBLIC ANIMALS (OTHER) x	3		=	
BITE CASES/6 MO x	10		=	
INSTALLATION TOTAL (FORMULA) =				

BASE LINE DETERMINATION  
DOD EXECUTIVE ANALYSIS  
COMPREHENSIVE VETERINARY SERVICES SUPPORT

	POINTS	PER FACTOR
1. AD POPULATION	1	1000
2. (DEP POPUL) - (# OF QTRS X 3)	1	500
3. QTRS ON INSTALL	1	50
4. PUBLIC AN - MWD	1	1
- OTHER	1	3
5. BITE CASES	1	10
* COMMISSARY SALES BREAKS TIES		

USE OF BASE LINE POINT VALUE

45 - 100 POINTS	- - - - -	1 VC OFFICER
101 - 175 POINTS	- - - - -	2 VC OFFICERS
176 - 250 POINTS	- - - - -	3 VC OFFICERS
251 - ABOVE POINTS	- - - - -	4 VC OFFICERS
15 - 44 POINTS	- - - - -	SENIOR 91T

NOTE: SITE WITH ONLY INSTALLATION ANIMAL CARE BUT NO  
INSTALLATION FOOD INSPECTION MISSION WILL RECEIVE  
ONLY ONE VC OFFICER REQUIREMENT.



## ALABAMA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft McClellan Anniston (A)	9800	7000	26,800	571	11.71	10 --	45	46.72
	Redstone Arsenal Huntsville (A)	3500	5966	27,772	1171	17.86	-- 14 100	40	36.48
	Ft Rucker Ozark (A)	6592	4975	32,265	1515	17.01	1 34	99	59.99
	Mobile Avn Trng Ctr Mobile (CG)	400	--	--					1.00
	Gunter AFS Montgomery (AF)	1047	1200		324	10.36	See Maxwell		8.54
	Maxwell AFB Montgomery (AF)	2278	6900	26,900	1023	15.38	3 25	96	51.39
	Anniston Army Depot	(see McClellan)			5		29	see McClellan	3.0

## ALASKA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Greely (A)	800	800	1055	361	1.73	--	5	8.52
	Ft Richardson Anchorage (A)	4800	5800	6400	1800	10.08	4	50	50.6
	Ft Wainwright Fairbanks (A)	2532	4337		142	5.93	3	40	20.25
	ADAK NS Adak Isle (N)	2200	1000	1983	826	2.44	2	20	22.72
	Kodiak CG Spt Ctr Kodiak Isle (CG)	700	1400	2326	584	2.59	--	3	12.70
	Loran, Tok, AL CG		14		7				
	Eielson AFB Fairbanks (AF)	2600	4500		1247	5.96	6	44	39.44
	Elmendorf AFB Anchorage (AF)	7000	13500	21,668	2010	21.75	5	116	78.78
	Galena A.B. (AF)	325	--	--					1.0
	King Salmon Nakaek (AF)	380	--	--					1.0
	Shemya AFB Aleutians (AF)	700	--	--			1	4	1.0

## ARIZONA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Huachuca Tombstone (A)	6000	16400		2053		4 182	151	147.3
	Navajo Depot Flagstaff (A)					12.33			
	Yuma Prov Gds Yuma (A)	525	4875		289	1.59	-- --	4	14.73
	Yuma MCAS Yuma (M)	3250	1852		819	3.46	2 --	47	26.33
	Davis-Monthan AFB Tuscon (AF)	60	20000	55000	1255	25.11	6 --	125	82.07
	Gila Bend AF Aux Fld Gila Bend (AF)	325	300		148	.37			3.96
	Luke AFB Glendale (AF)	7000	17000	65000	873	21.32	6 --	93	68.52
	Williams AFB Phoenix (AF)	3000	3500	20475	806	14.44	-- --	65	27.62
	Holbrook RBS (AF)					.05			.01

ARKANSAS

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Blytheville AFB Blytheville (AF)	2641	3024	9688	930	6.72	10 0	23	33.54
	Little Rock AFB Little Rock (AF)	6516	9434	42,200	1535	24.07	6 --	80	60.88
	Ft Chaffee Ft Smith (A)	.	--		3		--		
	Pine Bluff Arsen Pine Bluff (A)		6000		44		--	--	

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Hunter Liggett King City (A)	1100	100		2		--	--	1.34
	Camp Roberts Ft Irwin Barstow (A)	2856	1700		506		--	5	23.88
	Ft Ord Monterey (A)	19274	25921		3549	28.53	9	59	155.86
	w/Ft McArthur	500	3241		42				7.57
	Presidio of Monterey Monterey (A)	2500	300		324		--	5	9.48
	Presidio of San Francisco San Francisco (A)	2950	890	57,309	1366	17.37	--	50	57.53
	w/Sacramento Army Depot Tracy Army Depot Camp Park, Livermore Ft Baker, Salsalito								9.33
	Sierra Army Depot Herlong (A)	350	1200	3,100	88	1.81	--	5	4.48
	Oakland Army Base	500	3344		112	8.41	--	3	9.04
	Alameda NAS/NSC Alameda (N)	2600	6000	24,000	1213	14.29	--	--	31.58
	Alameda CG Trng Ctr (CG)	300				--			.3

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	China Lake Wpns Ctr Ridgecrest (N)	1005	3569	5000	1163	2.40	--	13	25.67
	Concord Wpns Ctr Concord (N)	550	1140		118	.73	--	2	4.68
	NPTR NAS El Centro	500	721		169		--	6	4.91
	Coronado Amphib Base San Diego (N)	3500	3500		40		--		10.06
	Two Rock CG Sta	1000	7250		99		--		16.91
	Lemoore NAS Lemoore (N)	4500	6342		742	6.04	--	-	27.57
	Long Beach NRMCC Long Beach (N)	620	930		21		--	6	3.37
	Long Beach NS Long Beach (N)	600	1444	7637	1666	17.79	--	-	33.66
	Mare Isle Nav Complex Vallejo (N)	3000	6500		481	7.67	--	18	26.18
	Miramar NAS San Diego (N)	12000	5785		195	27.41	1 149	-	76.96

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Moffett Fld NAS San Jose (N)	5000	15000	111064	690	23.60	--	-	45.46
	NWS Seal Beach		1500		208		--	-	
	Naval Post Grad School Monterey (N)	2012	3000		176		--	-	10.47
	NCS Stockton					2.97			
	North Isle NAS San Diego (N)	30000	70000		5846	13.38	3 2	-	255.50
	Petaluma (CG)					2.34			
	Oakland NRMCM Oakland (N)	1400	2000	35180	81		25	1	15.06
	DOD Housing Fac Novato (N)					8.21			
	Pacific Missal Test Ctr Point Magu (N)	1600	4200		883	3.35	1 --	5	23.36
	Post Hugneme Oxnard (N)	3500	1600	13250	520	10.79	--	-	14.4
	San Diego NRMCM San Diego (N)	2000	4000	127407	7		--	500	
	San Diego NS San Diego (N)	7069	8360		5666	32.35			240.63
	San Diego Recruit Ctr (MC)	2300			5	9.18			

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Treasure Isle NSA San Francisco (N)	3050	2470	3975	811	3.93	-- --	2	19.47
	MC Log Base Barstow (MC)	900	1700	3000	396	1.84	-- 8	1	12.61
	El Toro MCAS Santa Ana (MC)	10700	2300		1058	18.12	2 51	10	51.86
	Camp Pendleton Oceanside (MC)	32000	9500		3819	19.00	7 75	115	151.88
	Tustin MCAS Santa Ana (MC)	2375	418		265		1 --	--	8.68
	Twenty Nine Palms 29 Palms (MC)	6112	15150		1023	4.91	2 25	100	71.24
	Beale AFB Marysville (AF)	4800	8300	23500	1721	11.24	7 60	62	82.75
	Castle AFB Merced (AF)	6362	9380	351600	934	14.92	8 0	63	52.51
	Edwards AFB Lancaster (AF)	4038	6300	9000	2033	9.46	7 37	48	69.23
	George AFB Victorville (AF)	5100	6700	8928	1640	9.65	6 0	84	55.86
	Hamilton AFB	--	9147		1278		- --	--	36.19



C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Los Angeles AFS Los Angeles (AF)	3829			-				3.83
	Mt Laguna AFS					.24			
	March AFB Riverside (AF)	4659	6541	66771	712	16.93	8 37	120	63.01
	Mather AFB Sacramento (AF)	4900	9000	48650	1271	24.12	7 48	130	76.69
	McClellan AFB Sacramento (AF)	3500	1000	5496	675	19.08	4 --	33	24.3
	Norton AFB San Bernardino (AF)	7500	1300	32000	264	22.91	6 22	42	31.10
	Sunnyvale AFS San Jose (AF)	780	1350		-				4.0
	Travis AFB Fairfield (AF)	9100	15000	55000	2167	26.09	8 65	130	112.10
	Vandenberg AFB Lompoc (AF)	4741	5267		2252	14.59	14 75	60	94.78

COLORADO

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Carson Colo Sprgs (A)	20000	30000	50279	1829	25.80	13	9	139.61
	Pueblo Army Depot (A)				23				.46
	Fitzsimons AMC Aurora (A)	1900	2900	8586	289	11.04	--	132	24.95
	Rocky Mtn Arsenal Denver (A)	100	18		8		--	1	
	Buckley Ang Base Denver (AF)	400			-				1.0
	Lowry AFB Denver (AF)	8132	2604		1087	28.08	6	59	41.77
	Peterson AFB Colo Sprgs (AF)	4301	6613	11613	300	21.12	6	10	28.73
	US Air Force Academy Colo Sprgs (AF)	7000	2400		1243	11.76	--	24	46.16

## CONNECTICUT

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	New London NSB Groton (N)	13100	20850		2627	17.45	3 --	86	103.18
	US CG Academy New London (CG)	265	550		105	see above			2.84

DELAWARE

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Dover AFB Dover (AF)	5000	7500		1556	14.81	4 --	153	60.08

## DISTRICT OF COLUMBIA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft L.J. McNair D.C. (A)	900	1500	61500	43	7.77	--	21	6.6
	Walter Reed AMC D.C. (A)	2800	5000	148553	230	22.13	--	38	19.82
	Naval Security Sta D.C. (N)	650				--	--	-	1.0
	Washington Navy Yard D.C. (N)	1648	2352		24				7.6
	Marine Bks D.C. (MC)	1000			38		--	-	2.0
	Bolling AFB D.C. (AF)	2000	4000	10000	1396	17.44	1	30	24.82

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Cecilfld NAS Jacksonville (N)	8576	16000		297	4.34	--	33	48.04
	Corry Sta Pensacola (N)	3000	6000		410		--		20.74
	Jacksonville NAS Jacksonville (N)	8822	13243	124642	371	20.12	2	155	58.00
	Key West NAS Key West (N)	2336	4032		1391	3.10	--	13	31.46
	Mayport NS Jacksonville (N)	14000	20000		1081	8.03	2	66	76.73
	Orlando Nav Tng Ctr Orlando (N)	2160	4500	72000	972	19.09	1	90	34.77
	Pensacola Aerospace RMC + NAS Pensacola (N)	12800	25000	55000	863	15.71	2	107	87.58
	Whiting Fld NAS Milton (N)	3079	7400		412	3.82	1	47	29.35
	Eglin AFB Ft Walton Beach (AF)	12500	17500	69000	2336	22.39	8	173	130.50
	*Includes Hurlbert Fld		see Eglin		380	9.74	5	4	

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Homestead AFB Homestead (AF)	5184	4600	58167	1615	23.97	9 0	90	56.48
	MacDill AFB Tampa (AF)	6234	10726	129605	904	40.47	4 33	118	67.14
	Patrick AFB Cocoa Beach (AF)	3451	9318	36500	2593	21.22	6 0	120	76.39
	Tyndall AFB Panama City (AF)	4300	4800	15000	1071	14.98	5 23	50	46.55
	w/US Nav Coastal Sys Ctr							4	

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Fort Benning Columbus (A)	23365	26530	56500	3531	30.46	24 84	180	195.86
	Ft Gordon Augusta (A)	18957	19776	56653	877	20.88	20 37	121	115.22
	Roosevelt Roads Ft Buchanan, PR Ft Allen					5.40 19.98 1.90			
	Hunter Army AF Savannah (A)	3300	4995	See Stewart	506	8.63	-- --	13	21.67
	Camp Merrill Dahlmega		240			.34			
	Ft McPherson Fort Gillem Atlanta (A)	1985	5955	53316	103	14.31 7.19	-- --	16	76.94
	Ft Stewart Hinesville (A)	12284	11097	58263	2040	11.87	5 31	66	83.06
	Dobbins AB Atlanta NAS Marietta (N)	450	950		9/14		-- --	--	2.07
	Nav Sup Corps School Athens (N)	350	400	12000	28	1.84	-- --	--	1.54
	MC Log Base Albany (MC)	1136	153	11700	692	4.92	1 --	26	18.58



C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MND OTHER	BITE CASES #/6 MO	FORMULA
	Moody AFB Valdosta (AF)	2900	7900	10640	306	7.52		42	27.18
	Robins AFB Macon (AF)	4061	6441	5590	1496	14.97	4 31	71	59.32

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Schofield Bks Oahu (A)	15000	9000		3621	24.52	16 18	41	113.52
	w/Pohakulo T.A., Hilo KRC, Hilo			24	12				
	Ft Shafter Oahu (A)	1010	1730		702				
	Red Hill Nav Res Ft DeRuzy + Ft Ruger				294				73.78
	Tripler AMC Oahu (A)	1600	12000		216		16 35	32	
	Ft Kamehameha Kapalama Mil Res				35				
	Barbers Point NA Oahu (N)	2200	3600	15000	2335	6.38	-- --	-	48.90
	Pearl City Cold Stove Coast Guard Sand Isle				164				
	Pearl Harbor NB Oahu (N)	23238	21843	26000	6768	19.52			174.84
	Ford Isle NAS				49				
	Nav Comm Area (Lualualei) Wahiawa (N)	1096	1262		140	.62			6.0
	Aliamann Mil Res				2600				
	Kaneohe MCAS Kailua (MC)	8786	4760	17851	1881	8.68	40 Porpoise	9	87.31
	Marine Bks				11				

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Camp H.M. Smith Halawa (MC)	1800				1.0	-- 12		6.0
	Halsey Terrace Housing				504				10.8
	Hickam AFB Oahu (AF)	5100	13260	18311	2499	31.23	7 --	56	62.14
	Wheeler AFB Oahu (AF)	550	1500		492		-- 17		11.55

## IDAHO

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	NAV NUC PWR TRNG Idaho Falls (N)	1500	2000						5.5
	Mountain Home AFB Boise (AF)	3850	5070	12822	1538	9.57	7 33	61	59.62

## ILLINOIS

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Sheridan Waukegan (A)	1400	1400	32000	496	7.64	--	20	13.32
	Glenview NAS O'Hara (N)	1000	2500		449	see	Great Lakes NB		12.0
	Great Lakes NB Waukegan (N)	15000	15000		2239	11.54	2	105	88.85
	Chanute AFB Cdhampaign-Urbana (AF)	2444	6100	14000	1516	10.68	8	24	56.46
	Scott AFB Belleville (AF)	6580	11750		1899	21.06	5	111	72.77
	Savanna Depot Savanna (A)	500	4000		47		--	2	9.36
	Rock Isle Arsenal Rock Island (A)	500	1000	22000	58	3.58	--	10	4.31
	St Lo Area Granite City Depot (A)	500	750		158	13.76	--	8	5.01

# INDIANA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MMD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Ben Harrison Indianapolis (A)	3772	6800	60000	355	11.57	1 21	27	32.94
	Grissom AF (AF)	3500	4850		1128	7.24	6 19	46	45.72
	NWSC Crane Bedford	400	3500		33	.47	11 --	-	
	Camp Atterbury Franklin	100					-- 3		19.96

KANSAS

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Leavenworth Leavenworth (A)	2700	6000	42411	1565	13.70	32 67	61	97.04
	Ft Riley Junction City (A)	17000	27160		3821	16.58	8 75	182	176.01
	McConnell AFB Wichita (AF)	4519	5311		594	13.33	7 0	84	38.86
	Kansas Army Ammo Plt Parsons (A)								

# KENTUCKY

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Campbell Clarksville (A)	21271	25928	119452	4154	26.57	13 70	140	181.61
	Ft Knox Louisville (A)	22000	11500	57600	4370	25.74	8 47	142	150.48
	Lexington-Bluegrass Dpt Lexington (A)	500	14070		15	2.06			0.72



## LOUISIANA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES' #/6 MO	FORMULA
	Ft Polk Leesville (A)	11460	11649	24043	3271	15.13	5 1	79	93.78
	New Orleans NAS Belle Chase (N)	1150	See NSA		216	9.70	--	6	6.15
	New Orleans NSA Algiers (N)	2000	5000	28559	204	--	--	7	19.56
	Barksdale AFB Bossier City (AF)	6800	11000	50050	1050	30.10	12 75	113	91.8
	England AFB Alexandria (AF)	3000	4100	7112	600	10.63	1 25	56	33.5
	Jackson Bks New Orleans	100	see NSA		70		--	0	
	US Coast Guard Urquat New Orleans	750	see NSA		275		--	2	7.95

MAINE

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Brunswick NAS Brunswick (N)	3800	5000		694	5.95	--	-	33.52
	Winter Harbor Sec Gp Bangor (N)	300	450		125	.62	--	-	2.95
	Loring AFB Caribou (AF)	3300	5700		1635	5.61	0	36	41.19
	NCUC Cutler (N)					.54			
	Machias Nav Sta				45				

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Aberdeen Prov Grs Baltimore (A)	5300	4205		873	9.56	-- 16 48	62	
	w/Edgewood Arsenal				524	4.50	-- 19	2	70.47
	Ft Detrick Fredrick (A)	759	1163	5000	160		-- --	25	7.83
	Ft G. G. Meade Baltimore (A)	10855	9183	132576 46786Net	3128	26.06	-- 48	103	99.72
	Ft Ritchie Waynesboro (A)	1000	1500	3000	341	5.36	-- --	7	9.47
	Annapolis NS Annapolis (N)	354	2500		435	7.22	-- 2	13	13.40
	Bethesda NRMCMC Bethesda (N)	1889		35000	13			90	11.15
	Nav Ord Sta Indianhead (N)	500	700		256				6.5
	Patuxent River Lexington Park (N)	3200	6000	11000	1418	6.03	1 20	52	47.91
	US Nav Academy Annapolis (N)	1377	1594		419		see Ann NS		11.38
	Landover SP		--		--				

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Curtis Bay Baltimore (CG)	380	1605		184		--	-	6.17
	Merchant's Terminal Baltimore	--	--		--		--	-	
	Andrews AFB Camp Springs (AF)	6600	13350	27659	2086	23.89	24	112	102.7
	Bainbridge	--	--		2		--	-	

# MASSACHUSETTS

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QIRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Devens Leiminster (A)	6100	8100	8105	1723	14.61	2 9	60	57.42
	South Weymouth NAS Boston (N)	700	1400		270		-- --	--	8.0
	Otis, CG Air Sta Cape Cod (CG)	300			600		-- --	--	12.3
	Hanscom AFB Boston (AF)	1900	3200		694	14.48	-- --	42	22.28
	Natick Dev Ctr Natick (A)	500	--		28		-- 75	60	32.00
	North Truro AFS (AF)					.65			
	Westover AFB				313				
	Watertown Arsenal S.F. also								

MICHIGAN

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	K.I. Sawyer AFB Marquette (AF)	4500	7000	12000	1700	7.62	--	45	56.8
	Wurtsmith AFB Oscoda (AF)	3100	7500	12000	1344	5.95	--	45	50.42
	Detroit Arsenal Detroit (A)								
	Michigan Missal Plant Sterling Heights (A)								
	Selfridge ANG Base (A)		26000		1065	8.65	--	10	22.3
	Calumet AFS					.25			
	Port Austin AFS		200			.24	--		
	Kinzeloe AFB								
	Camp Grayling MI		0		3		--	1	

MINNESOTA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Duluth Intern A.P.	1040	1263		442	5.15			10.04
	Duluth (AF)				1		--	1	
	Camp Ripley								

# MISSISSIPPI

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Gulfport Nav Constr Gr Gulfport (N)	3800	4100		52	4.50	--	6	13.69
	Meridian NAS Meridian (N)	2330	4404		520	3.90	--	13	19.72
	Columbus AFB Columbus (AF)	2995	1650	10979	820	8.00	2	60	17.4
	Keesler AFB	5600	6000	38196	2001	23.20	5	?	50.62



# MISSOURI

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Whiteman AFB Sedalia (AF)	3059	4028	22000	992	7.83	7 --	47	37.14
	Ft Leonard Wood Rolla (A)	15000	10000	37263	3000	14.32	7 84	116	123.60
	Lake City Ammu Plt Independence (A)								

## MONTANA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Malstrom AFB Great Falls (AF)	5957	4634		1406	9.51	6 55	51	64.34

NEBRASKA

Z	C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN		BITE CASES #/6 MO	FORMULA
								MWD	OTHER		
		Offutt AF Omaha .. (AF)	12500	25000	57650	2682	31.71	6	30	150	141.05

## NEVADA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MMD OTHER	BITE CASES #/6 MO	FORMULA
	Nellis AFB Las Vegas (AF)	8100	14300	10000	1497	20.62	5 --	125	75.16
	Fallon NAS Fallon (N)	600	2000		351	1.53	-- --	5	10.01
	Indian Sprgs Fld (AF)					.36			
	Hawthorne Army Depot	--	590		300		-- --	2	6.2

NEW HAMPSHIRE

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Portsmouth Shipyard Portsmouth (N)	1120	300		234		--	--	6.12
	Pease AFB Portsmouth (AF)	3200	4884		1211	14.79	8	48	42.72

**New Jersey**

[illegible]

New Mexico

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL. FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Cannon AFB Clovis (AF)	4000	10600	3500	1093	6.84	--	57	46.20
	Kirtland AFB Albuquerque (AF)	6000	11000	47500	2134	25.67	12 49	96	95.81
	Holloman AFB Alamogordo (AF)	6500	9500	13863	1629	9.78	-- 60	60	74.31
	White Sands Missal las Cruces (A)	1291	2968		895		0 4	36	25.13
	Ft Windgate Depot Gallop (A)					3.27			

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Drum Watertown (A)	350	2300		118	3.03		5	21.43
	Ft Hamilton Brooklyn	1850	1400		703	8.11	--	-	15.91
	Ft Wadsworth				189				
	Ft Tooten Queens (A)								
	Seneca Army Depot Geneva (A)	550	400	1675	214	2.27	--	2	5.03
	Watervliet Arsenal (A)								
	US Military Academy West Point (A)	2400	3675		1500 14333	8.12	3 18	40	45.40
	Stewart Field					3.39			
	Mitchel Housing Ar N.Y. City (N)	622	1990	1500	644	6.77			13.62
	Scotia Nav Depot w/Ballston Spa Schenectady (N)	2000	2500			2.80			7.0
	Governors Island Manhattan (CG)	3451	2000	1770	705	3.22	--	-	17.55
	Griffiss AFB Rome (AF)	4000	10000	3982	735	9.01	--	59	40.19



C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Hancock Field Syracuse (AF)	900	120	6361	238	5.96	--	22	8.83
	Plattsburg AFB Plattsburg (AF)	4200	6000	16000	1642	8.17	11	55	55.69

NORTH CAROLINA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Bragg Fayetteville (A)	37800	12491	160000	4842	44.6	42 57	330	228.64
	Cherry Point MCAS Havelock (M)	15000	10000	25000	2751	10.30	3 22	100	93.84
	Camp LeJeune Jacksonville (M)	36000	27000		4562	20.69	4 32	171	185.63
	New River MCAS Jacksonville (M)	4700	1278		435	.67			21.7
	GPE Hattcras NF Buxton								
	Elizabeth City CG Air Sta Elizabeth City (CG)	881			111				3.88
	Pope AFB Fayetteville (AF)	3643	2270		459		3 --		17.61
	Seymore Johnson AFB Raleigh (AF)	5165	9194		1682	10.51	11 0	213	78.41
	Sunny Point Terminal Wilmington (A)								
	Ft Fisher AFS					.83			

NORTH DAKOTA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Grand Forks AFB Grand Forks (AF)	5150	7500		2441	6.89	13 28	66	73.92
	Minot AFB Minot (AF)	6050	10438		2632	7.50	12 4 20	83	85.40

## OHIO

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Rickenbacker AFB Columbus (AF)	closing	10000		865	12.79			
	Wright-Patterson AFB Dayton (AF)	8200	24150	150000	2333	24.68	3 36	198	123.96
	Def Constr Sup Ctr Columbus (A)		10000		11				

## OKLAHOMA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Sill Lawton (A)	22346	21658	37195	1415	23.35	11 15	101	111.58
	Altus AFB Altus (AF)	3315	6962	12700	800	7.24	5 -	57	39.14
	Tinker AFB Oklahoma City (AF)	5700	1700		730	25.97	-- --	118	61.72
	Vance AFB Enid (AF)	1121	5229		230	4.00	-- --	20	16.80
	McAlester Ammo Plt	100	224		25		-- --	1	1.0

OREGON

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Kingsley Fld AFB Kalmath Falls								

PANAMA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Corozal					13.22	30	2	324
	Balboa					7.66			
	Ft Gullick					3.55			
	Kobbé Howard					3.40			
	Coco Solo					1.55			

PENNSYLVANIA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MMD OTHER	BITE CASES #/6 MO	FORMULA
	Carlisle Bks Harrisburg (A)	509	984	14000	326	7.80	-- 23	27	19.23
	Def Depot Mechanicsburg	200	412		92		-- --	--	2.84
	New Cumberland Harrisburg (A)	428	1382	18388	143	5.78	-- --	1	4.30
	Philadelphia NB Philadelphia (N)	3000	6000		924	9.47	-- --	--	29.0
	Willow Grove NAS Horsham (N)	2000	6000		209				17.0
	Tobyhanna Depot Tobyhanna (A)	100	(24000)		42	5.40	-- --	1	1.04
	Indiantown Gap Lebanon (A)	100	(3600)		39		-- --	-	0.88
	Letterkenny Depot Chambersburg (A)	100			46		-- --	-	1.02
	DPSC Philadelphia (A)								
	Ft Ritchie Blue Ridge Summit (A)		(See Maryland)						
	Oakdale (A)					6.97			



RHODE ISLAND

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Newport Nav Trng Ctr Newport (N)	2365	4000	64235	1458	11.72	--	54	36.93

## SOUTH CAROLINA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Jackson Columbia (A)	16000	14000		1149	17.45	4 22	104	81.82
	Charleston NB Charleston (N)	22600			2770	21.85			78.00
	Beaufort MCAS Beaufort (MC)	3325	See below						
	Parris Isle Depot Beaufort (MC)	2285	3243	17500	1384	4.28	1 1	107	46.33
	Charleston AFB Charleston (AF)	4390	6849		955		-- --	--	31.39
	Myrtle Beach AFB Myrtle Beach (AF)	3100	4200		865	7.87	5 0	77	36.31
	Shaw AFB Columbia (AF)	6000	10200		1705	11.18	4 0	221	76.37
	Charleston Depot Charleston (A)					7.52			
	NWS Charleston					4.14			

SOUTH DAKOTA

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ellsworth AFB Rapid City (AF)	6048	8734		1895	10.81	9 118	108	69.85

TENNESSEE

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Memphis NAS Millington (N)	13000	10000	50000	1066	13.62	2 12 +(160)	54	59.44
	Defense Depot Memphis (A)				8	See Ft Campbell			
	Arnold AFS	100	9000		40	2.28	-- --	1	1.0
	Nashville DPSC Sup Pt								

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Chase Fld NAS Beeville (N)	1700	2500		415	1.79	--	13	13.81
	Corpus Chrutinas Corpus Christi (N)	2960	3685	30685	813	6.97	2	40	27.71
	Dallas NAS Grand Prairie (N)	1300	2800		9				8.3
	Kingsville NAS Kingsville (N)	1700	1000		244	2.09	--	15	12.95
	Ft Bliss El Paso (A)	25000	36000	125000	3582	44.23	7	311	199.25
	Ft Hood Killeen (A)	38795	36387	171185	5236		9	150	248.92
	w/Red River Depot, Texarkana Lone Star Ammo Pl., "					38.97			
	Ft Sam Houston San Antonio (A)	10485	30000	96025	1170	30.07	--	157	163.23
	Bergstrom AFB Austin (AF)	4808	7236		704	25.51	4	78	40.94
	Brooks AFB San Antonio (AF)	1364	538		170	4.48	5	?	6.36

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Carswell AFB Ft Worth (AF)	4500	9000	101562	807	32.81	14 0	122	60.00
	Dyess AFB Abilene (AF)	4850	6857	24775	999	11.08	9 0	61	47.65
	Goodfellow AFB San Angelo (AF)	2200	1600	11158	89	6.37	0 0	27	9.35
	Kelly AFB San Antonio (AF)	4000	8000	12797	414	8.11	-- --	14	27.2
	Lackland AFB San Antonio (AF)	21408	2320		789	29.85	? 89	?	66.85
	Laughlin AFB Del Rio (AF)	2500	5000	11000	603	4.33	1 12	?	25.94
	Randolph AFB San Antonio (AF)	5417	6562	14600	1019	22.31	0 40	62	52.34
	Rose AFB Lubbock (AF)	2602	3485	14000	407	6.50	-- --	36	18.89
	Sheppard AFB Wichita Falls (AF)	8700	6360	17000	1287	14.42	7 0	81	53.54

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MMD OTHER	BITE CASES #/6 MO	FORMULA
	Hill AFB Ogden (AF)	5000	7500	13965	1145	16.79	1 17	59	48.59
	Dugway Prov Grs Skull Valley (A)	2400	1357		540	1.48	0 38	8	26.66
	Defense Depot, Ogden (A)	50	29		1		0 4	1	2.47
	Ft Douglas Salt Lake City (A)	100	14000		64		-- --	0	2.28
	Tooele Army Depot Tooele (A)	100	655		29		0 8 +10	1	6.76

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Arlington Hall Sta Arlington (A)	649	300		227		--	--	5/19
	Dahlgren NWL, VA		14400		526	.77	--	3	
	Ft Belvoir Alexandria (A)	6300	4500	67350	2959	25.41	12	183	117.11
	Cameron Sta Alexandria (A)	445	18000		--	27.89	-	18	84.58
	Ft Eustis Newport News (A)	7676	6589	80000	1339	14.25	0	103	51.90
1Jul81	Cheetam Annex Guantanamo Bay, Cuba		none classified	--	-- 1029	--	-- 3	-- ?	
	Ft Lee Petersburg (A)	8894	7139	56065	1469	15.92	--	128	79.86
	Radford Army Arsenal				7				
	Ft Pickett	1144	59				--		
	Blackstone								
	Ft A.P. Hill	740	70		28		--	40	
	Bowling Green								
	Ft Monroe Hampton (A)	1164	1412	21000	397	6.37	--	10	10.54
	w/Ft Story, Vir Beach				166		--	2	
	Ft Myer Arlington (A)	4000	500	150000	75	19.68	19	114	49.11
	Vint Hill Farms Warrenton (A)	600	800	9000	253	8.2	See Ft Belvoir	3	6.04



C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Dam Neck Trng Ctr Virginia Beach (N)	4000	100		31		--	--	5.81
	Defense Gen Sup Ctr Richmond (A)	100	300		48	5.00	13		5.70
	Little Creek Amphib Norfolk (N)	3929	3153		1000	27.83	2	232	49.44
	Norfolk NB Norfolk (N)	74740 140 home port ships	90000		2387 5410 all Navy	17.16	16	40	308.16
	Naval Ship Yard Portsmouth (N)	850	1500	276138	373	11.39	--	33	12.37
	Portsmouth RMC								
	Oceana NAS Virginia Beach (N)	9000	11000		1230	21.20	4	44	69.95
	Nav Wpns Sta Yorktown (N)	700	750	4500	--	2.31	--	--	2.20
	Henderson Hall Alexandria (MC)	350	--		10				.50
	Quantico MC Cmd Quantico (MC)	7800	5000	108850	1687	15.52	--	51	61.30

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	CG Rsv Trng Ctr Yorktown (CG)	250	500		--		--		1.25
	Langley AFB Hampton (AF)	9660	15396		1575	23.23	13	329	108.4
	Cape Charles AFS					.35			

## WASHINGTON

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Lewis Tacoma (A)	24187	36652	44200	3391	34.34	8 23	194	180.03
	w/Ft Lawton, Seattle Umatilla Depot		5000	3500	21		- 24	1	
	Bangor NSB Bremerton (N)	1337	see below	see below					
	Bremerton NRMC Bremerton (N)	313	see below	see below		11.10			
	Puget Sound Shipyard Bremerton (N)	6000	7800	25849	1499		-- --	14	39.64
	Whidbey NAS Oak Harbor (N)	6675	11000	25607	1447	8.69	-- --	20	50.96
	Seattle NSA Seattle (N)	1843			190	15.02			
	NAS Sandpoint		39447				-- --	4	6.10
	Fairchild AFB Spokane (AF)	4167	6099	30875	1600	17.15	12 0	66	58.70
	McChoro AFB Tacoma (AF)	6250	6400	51083	993	30.83	3 30	18	46.75
	Makah AFS					.20			

WISCONSIN

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft McCoy Sparta (A)	500	1738		142		-- --	2	6.16

WYOMING

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	F E Warren AFB Cheyenne (AF)	3710	4498	16102	831	9.12	9 94	58	39.14

PUERTO RICO

C + C	INSTALLATION LOCATION (Isolation)	AD POPULATION	DEP POPULATION	RETIRED	ON-INSTALL FM QTRS	COM \$	PUBLIC AN MWD OTHER	BITE CASES #/6 MO	FORMULA
	Ft Buchanan		48235		358		0 305	4	
	Sabana Seca		1000		141		0 135	4	
	USCG Sta Borinquen		1050		159		0 110	4	
	Camp Santiago		750		-		--	-	
	USCG Sta San Juan		350		50		-- 28	-	
	Roosevelt Roads NS		26000		972		2 86	40	
	Vicques NAF		--		--		-- 2	1	

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Schedule 7

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
ABERDEEN PROV GRDS/EDGEWOOD	70.47	70.47	Meade	
AIR FORCE ACADEMY	46.16	74.89	Carson	
Peterson AFB	28.73			
ALAMEDA	31.88	84.78	LAMC	
Oakland NRM	15.06			
Oakland Army	9.04			
Treasure Isle	19.47			
Sharpe/Tracy Depot	9.33			
ANDREWS AFB	102.70	150.61	WRAMC	
Patuxent River NAS	47.91			
Landover SP	-----			
BARKSDALE AFB	91.80	91.80	Polk	
BAYONNE SP	5.35	56.21	Dix	
Ft Hamilton	15.91			
Ft Madsen/Tooten	3.78			
Governors Isle	17.55			
Mitchel Fld	13.62			
BEALE AFB	82.75	104.44	LAMC	
Oregon CGS	1.00			
Sierra AD	4.48			
Fallon NAS	10.01			
Hawthorne Depot	6.20			
FT BELVOIR	117.11	123.15	Belvoir	
Vint Hill Farms	6.04			
Dalmen NAS				
FT HARRISON	32.94	98.62	Knox	
G. son AFB	47.72			
NWSC Crane/Camp Atterbury	19.96			
FT BENNING	195.86	214.44	Benning	
MC Log Base, Albany	18.58			
FT BLISS	199.25	199.25	Bliss	
FT BRAGG	228.64	246.25	Bragg	
Pope AFB	17.61			
Mullins MRE	-----			
BREMERTON NRM	-----	98.03	MANC	
Widbey NAS	50.96			
Pudget Sound Ship Yard	39.64			
Seattle NAS	6.10			
Bangor NSB	1.33			

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
FT CAMPBELL Nashville SP	181.61	181.61	Campbell	
CANNON AFB Reese AFB	46.20 18.89	65.09	WBAMC	
CARLISLE BKS Letterkenny/Indiantown Gap New Cumberland Mechanicsburg Ft Ritchie Tobyhanna Oakdale Camp David	19.23 1.90 4.30 2.84 9.47 1.04	38.78	Meade	
FT CARSON Pueblo Depot	139.61 0.46	140.07	Carson	
CARSWELL AFB Dallas NAS Ft Worth SP	60.00 8.30	68.30	Hood	
CASTLE AFB	52.51	52.51	LAMC	
CHARLESTON NB Charleston AFB	78.00 31.39	109.39	Jackson	
CHERRY POINT MCAS Seymour-Johnson AFB	93.84 78.41	172.25	Bragg	
CORPUS CHRISTI NAS Kingsville NAS Chase Fld NAS Beeville McAllen	27.71 12.95 13.81	54.47	BAMC	
DAVIS-MONTHAN AFB	82.07	82.07	Huachuca	
FT DEVENS Otis CG Air Sta Natick Dev Ctr Hanscomb AFB/S.Weymouth NAS Watertown SP	57.42 12.30 32.00 30.28 -----	132.00	Devens	
FT DIX McGuire AFB Cape May - CGTC Naval Air Engr Ctr	59.50 47.24 6.28 7.79	120.81	Dix	
DOVER AFB Curtis Bay Nav Ord Sta Annapolis Goats	60.08 6.17 6.50	72.75	Meade	



<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
DYESS AFB	47.65	57.00	Hood	
Goodfellow/Webb AFB	9.35			
EDWARDS AFB	69.23	125.09	Ord	
George AFB	55.86			
ELGIN AFB	130.50	177.05	Rucker	
Tyndall AFB	46.55			
ELLSWORTH AFB	69.85	69.85	FAMC	
FT EUSTIS	51.90	51.90	Eustis	
Cheatham Annex	-----			
FAIRCHILD AFB	58.70	58.70	MANC	
FITZSIMONS AMC	24.95	107.25	FAMC	
Rocky Mountain Arsnl	0.39			
Lowry AFB	41.77			
Buckley AB	1.00			
F. E. Warren AFB	39.14			
FOREST GLEN (WRAMC)	19.82	38.80	WRAMC	
Ft Detrick	7.83			
Bethesda NB	11.15			
FT GORDON	115.22	116.76	Gordon	
Nav Sup Corps School	1.54			
GRAND FORKS AFB	73.92	169.36	FAMC	
Duluth Inter Arpt	10.04			
Minot AFB	85.40			
FT GREELEY	8.52	8.52	Alaska	
GRIFFIS AFB	40.19	82.48	Devens	
Scotia Nav Depot	7.00			
Hancock AFB	8.83			
Ft Drum	21.43			
Seneca Army Depot	5.03			
GUAM NB	-----			
Anderson AFB	-----			
Agana NSC	-----		TAMC	
GUANTANAMO BAY MCB	-----		TAMC	
HICKAM AFB	62.14	149.45	TAMC	
Kaneohe MCAS	87.31			
Dolphin Ctr	-----			

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
HILL AFB	48.59	86.76	FAMC	
Ft Douglas/Odgen Depot	4.75			
Dugway Prov Grds	26.66			
Tooele Depot	6.76			
HOMESTEAD AFB	56.48	87.94	Stewart	
Keywest NAS	31.46			
FT HOOD	248.92	248.92		
FT HUACHUCA	147.30	147.30	Huachuca	
FT IRWIN	23.88	62.16	Irwin	
China Lake NWC	25.67			
MC Log Base, Barstow	12.61			
FT JACKSON	81.82	158.19	Jackson	
Shaw AFB	76.37			
JACKSONVILLE NAS	58.00	182.77	Stewart	
Cecil Fld NAS	48.04			
Mayport NAS	76.73			
Kings Bay NB	-----			
K. I. SAWYER AFB	56.80	56.80	Sheridan	
KEESLER AFB	50.62	117.69	Rucker	
New Orleans NAS/NSA	25.71			
Gulfport NCG	13.69			
Meridian NAS	19.72			
Jackson Bks/USCG Urquat	7.95			
Belle Chasse NAS	-----			
KIRTLAND AFB	95.81	95.81	WBAMC	
FT KNOX	150.58	151.30	Knox	
Lexington - Blue Grass	0.72			
LACKLAND AFB	66.85	126.35	Ft Sam Houston	
Kelly AFB	27.20			
Brooks AFB	6.36			
Laughlin AFB	25.94			
LANGLEY AFB	108.40	118.94	Eustis	
Ft Monroe	10.54			
Ft Storey				
FT LEAVENWORTH	97.04	97.04	Leavenworth	
Whitman AFB				
KC Supply Pt				

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
FT LEE	79.86	87.50	Lee	
DPSC, Richmond	5.90			
Ft Pickett	1.74			
CAMP LEJEUNE	185.63	247.52	Bragg	
New River MCAS	21.70			
Myrtle Beach AFB	36.31			
Elizabeth City CG Air Sta	3.88			
FT LEONARD WOOD	160.74	160.74	Leonard Wood	
LETTERMAN AMC	57.53	106.99	LAMC	
Moffet Fld NAS	45.46			
Sunnyvale	4.00			
(See Alameda)				
FT LEWIS	180.03	226.78	Lewis	
McChord AFB	46.75			
LITTLE ROCK AFB	60.88	74.86	Campbell	
Ft Chaffee	1.10			
Pine Bluff Arsenal	12.88			
LORING AFB	41.19	44.14	Devens	
Winter Harbor	2.95			
LUKE AFB	68.52	100.20	Huachuca	
Gila Bend AF Aux Fld	3.96			
Williams AFB	27.62			
Holbrook RBS	0.10			
MACDILL AFB	67.14	67.14	Stewart	
Tampa SP				
MALSTROM AFB	64.34	64.34	MAAC	
MATHER AFB	76.69	100.99	LAMC	
McClellan AFB	24.30			
MAXWELL AFB	51.39	59.93	Benning	
Gunter AFS	8.54			
FT MCCLELLAN	46.72	103.60	McClellan	
Columbus AFB	17.40			
Anniston Army Depot	3.00			
Birmingham SP	-----			
Redstone Arsenal	36.48			

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
FT MCPHERSON/FT GILLAM	26.94	29.61	McPherson	
Dobbins AB/Atlanta NAS	2.67			
FORSCOM Surgeon	0.00			
Camp F. D. Merrill	-----			
FT MEADE	99.72	124.50	Meade	
Annapolis NS/Academy	24.78			
MEMPHIS NAS	59.44	92.98	Campbell	
Memphis Depot	See Above			
Blytheville AFB	33.54			
FT MONMOUTH	39.59	39.69	Monmouth	
Earle Nav Wpns Sta	0.10			
MOUNTAIN HOME AFB	59.62	65.12	MAMC	
Nav Nuc Pwr Trng	5.50			
MT MYER	49.11	101.12	WRAMC	
Cameron Station	0.00			
Arlington Hall	5.19			
Henderson Hall	0.50			
Pentagon	4.30			
Marine Bks	2.00			
Washington Navy Yard	7.60			
Navy Security Sta	1.00			
Ft McNair	6.60			
Bolling AFB	24.82			
NELLIS AFB	75.16	75.16	Irwin	
NEW LONDON NSB	103.18	142.95	Devens	
USG Academy	2.84			
Newport NTC	36.93			
Groton Sub Base				
NORFOLK NB	308.16	449.18	Eustis	
Oceana NAS	69.95			
Dam Neck Trng Area	5.81			
Little Creek Amphib	49.44			
Naval Shipyard	12.37			
Nav Wpns Sta	2.20			
CG Trng Ctr, Yorktown	1.25			
NORTON AFB	31.10	94.20	Ord	
March AFB	63.10			
OFFUTT AFB	141.05	141.05	Leavenworth	

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
FT ORD	155.86	206.50	Ord	
Hunter Liggett	1.34			
Pres of Monterey	9.48			
Concord NWC	4.68			
Ft McArthur	7.57			
Lemoore NAS	27.57			
PANAMA	-----		Panama	
Atlantic Br	-----			
Pacific Br	-----			
PARRIS ISLE DEPOT	46.33	46.33	Stewart	
Beaufort MCAS	See Above			
PATRICK AFB	76.39	111.16	Stewart	
Orlando NTC	34.77			
PEASE AFB	42.72	72.36	Devens	
Portsmouth Shipyard	6.12			
Brunswick NAS	23.52			
CAMP PENDELTON	151.88	320.69	Ord	
El Toro MCAS	51.86			
Long Beach NS	33.66			
Long Beach NRMCC	3.37			
Tustin MCAS	8.68			
Twenty-nine Palms	71.24			
PENSACOLA AEROSPACE	87.58	138.67	Rucker	
Mobile Avn Trng Ctr	1.00			
Corry Station	20.74			
Whiting Fld NAS	29.35			
PHILADELPHIA NB	29.00	47.10	Dix	
Willow Grove NAS	17.00			
Camden SP	1.10			
PLATTSBURGH AFB	55.79	55.79	Devens	
FT POLK	93.78	127.28	Polk	
England AFB	33.50			
Sabine Pass CG				
QUANTICO MCB	61.30	63.04	Belvoir	
Ft A.P. Hill	1.74			
RANDOLPH AFB	52.34	93.28	BANC	
Bergstrom AFB	40.94			

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
FT RICHARDSON Elmendorf AFB	50.60 78.78	129.38	Richardson	
FT RILEY McConnell AFB	176.01 38.86	214.87	Riley	
ROBBINS AFB	59.32	59.32	Benning	
ROOSEVELT ROADS NB Ft Buchanan	----- -----		Gordon	
FT RUCKER	59.99	59.99	Rucker	
FT SAM HOUSTON	163.23	163.23	Sam Houston	
SAN DIEGO NS/NRMC North Isle NAS Miramar NAS Coronado Amph Base Nav Post Grad School	240.63 255.50 76.96 10.06 10.47	593.62	Ord	
SCHOFIELD BKS Wheeler AFB Med Lab, HI	113.52 11.55 -----	125.07	Schofield	
SCOTT AFB Granite City/St Louis Spt Area	72.77 5.01	77.78	Leonard Wood	
FT SHAFTER Aliamann/Lualualei Barbers Point Pearl Harbor NB Camp Smith/Halsey Terrace	73.78 58.00 48.90 174.84 16.80	372.32	Shafter	
SHEPPARD AFB	53.54	53.54	Sill	
FT SHERIDAN Great Lakes NB Ft McCoy Glenview NAS Savanna/Rock Isle Arsnl Chanute AFB	13.32 88.85 6.16 12.00 13.67 56.46	190.46	Sheridan	
FT SILL Altus AFB	111.58 39.14	150.72	Sill	
FT STEWART Hunter AAF Moody AFB	83.06 21.67 27.18	131.91	Stewart	

<u>INSTALLATION</u>	<u>BASE POINTS</u>	<u>GROUP POINTS</u>	<u>HOME MEDDAC</u>	<u>REMARKS</u>
SUBIC BAY NSC, PI Clark AFB, PI			TAMC	
TINKER AFB	61.72	79.62	Sill	
Vance AFB	16.80			
McAlester Ammo Plant	1.10			
TRAVIS AFB	112.10	139.28	LAMC	
Mare Isle Nav	26.18			
Two Rock CG Sta	1.00			
TRIPLER AMC	73.78	73.78	TAMC	
VANDENBERG AFB	94.78	133.04	Ord	
Port Hueneme	14.40			
Pacific Test Ctr, Magu	23.86			
FT WAINWRIGHT	20.25	98.11	Wainwright	
Eielson AFB	39.44			
Shemya AFB	1.00			
King Salmon	1.00			
Galena AFB	1.00			
Adak NS	22.72			
Kodiak CG Sta	12.70			
WEST POINT	45.40	45.40	West Point	
Stewart Army Sub-Post	See Above			
WHITE SANDS MISSILE RANGE	35.13	109.44	WBAMC	
Holloman AFB	74.31			
WRIGHT-PATTERSON AFB	123.96	141.26	Knox	
Columbus Depot/Rickenbacher AFB	17.30			
WURTSMITH AFB	50.42	72.72	Sheridan	
Selfridge	22.30			
YUMA PROV GRDS	14.72	45.96	Huachuca	
Yuma MCAS	26.33			
NPTR NAS, El Centro	4.91			

ADDITIONAL HSC PERSONNEL REQUIREMENTS

CONUS

HSC

LABS

AHS

AEHA

CIS

## INSTALLATION

**(Attending Support Requirements)**

PROJECTED FY 84

**CURRENT FY 83**

## POTENTIAL ADJUSTMENT

## PRIORITIES

REMARKS

[illegible]



# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

(Attending Support Requirements)

PROJECTED FY 84

CURRENT FY 83

POTENTIAL ADJUSTMENT

PRIORITIES

REMARKS

AHS

1. Ch Vet Sc1 Div
2. C. Subs Evalu
3. C. Vet S/P Br
4. C. Sur Sec
5. Project Officer
6. Vet Pub Health Instr
7. Vet Instr
8. C. Acad Sp Br
9. Mil Vet Med Instr
10. Vet Instr
11. Food Insp Tech Instr

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Replace VC with EM Instr

WO on May 83 PBG

## PERSONNEL AUTHORIZATION DISTRIBUTION

WFO on May 83 PBG

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

### PROJECTED FY 84

### POTENTIAL ADJUSTMENT

### (Attending Support Requirements)

### PRIORITIES

### REMARKS

#### DOEAMC

1. Deputy/Consultant
2. Area Lab
3. CIS
4. Ft Gordon Br  
(Ft Gillem, Ft McPhearson)
5. Roosevelt Roads, PR
6. Ft Buchanan, PR

#### FAMC

1. Deputy/Consultant
2. CIS
3. FAMC Br  
(Lowry AFB; F.E. Warren AFB)
4. Hill AFB  
(Dugway PG, Tooele Depot)
5. Grand Forks AFB  
(Minot)
6. Ellsworth AFB

WO at Gordon Br-on May 83 PBG  
WO at McPhearson Sec

13  
Substitute WO for VC

Minot 204 mj from Grand Forks  
Rapid City 395 mj from FAMC

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

(Attending Support Requirements)

PROJECTED FY 84 CURRENT FY 83 POTENTIAL ADJUSTMENT

PRIORITIES

REMARKS

### LAMC

1. Deputy/Consultant
2. Area Lab
3. LAMC Br (ADPAC)  
(Moffet Fld NAS; Sunnyvale, Alameda,  
Oakland NMMC, Oakland AD, Treasure  
Island)
4. Alameda Br  
(ADPAC Shred w/LAMC Br)  
Food insp same sites for LAMC
5. Tracy Depot
6. Travis AFB
7. Mather AFB  
(McClellan AFB)
8. Beale AFB  
(Sierra AD; Fallon NAS)
9. Castle AFB

### MAWMC

1. Deputy/Consultant
2. CIS
3. Ft Lewis Br  
(McChord AFB)
4. Bremerton NMMC  
(Whidbey NAS; Pudget Sound Shipyard;  
Seattle NAS; Bangor NSB)
5. Fairchild AFB  
(Malmstrom AFB)
6. Mountain Home AFB

Atwater CA 109 mi from LAMC

Malmstrom 101 mi from Fairchild

Mountain Home 550 mi from Ft Lewis

## PERSONNEL AUTHORIZATION DISTRIBUTION

**(Attending Support Requirements)**

[illegible]

06 05 04 03 W0 06 05 04 03 W0

## REMARKS



✱

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

(Attending Support Requirements)

PROJECTED FY 84 CURRENT FY 83 POTENTIAL ADJUSTMENT

PRIORITIES

REMARKS

### WRAMC

1. Deputy/Consultant
2. Area Lab
3. Forest Glen Br  
(Ft Detrick; Bethesda NB)
4. Ft Myer  
(Ft McNair; Cameron Station; Bolling AFB)
5. Andrews AFB  
(Patuxent River NAS; Landover SP)

### ALASKA

1. Deputy
2. Ft Mainwright  
(Eielson AFB; Kodiak; Adak)
3. Ft Richardson  
(Elmendorf AFB)
4. Ft Greely

### FT BELVOIR

1. Deputy
2. Belvoir Br  
(Vint Hill, A.P. Hill, Dalgren NAS)
3. Quantico MCB

06	05	04	03	W0	06	05	04	03	W0	PRIORITIES	REMARKS
x					x						
	x					x					
			x				x				
			xx					xx		6	Delete one VC replace w/W0
			x								
1	1	0	4	1							
	x					x					
			x					x			
			x					xx			W0 on May 83 PBG
			x					x			Greely is a full svc ADPAC.
0	1	0	3	1							
			x				x				
0	0	0	2	1				x		4	Delete one VC-Anml Med Spt from Belvoir

W0 on May 83 PBG

Greely is a full svc ADPAC.

W0 on May 83 PBG

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

INSTALLATION		PROJECTED FY 84						CURRENT FY 83						POTENTIAL ADJUSTMENT		REMARKS
(Attending Support Requirements)		06	05	04	03	02	01	06	05	04	03	02	01	PRIORITIES		
<u>FT BENNING</u>																
1. Deputy																
2. Ft Benning Br (Albany MC Log Base)																
3. Robins AFB																
4. Maxwell AFB																
<u>FT BRAGG</u>																
1. Deputy																
2. Ft Bragg Br (Pope AFB; Mullins SC PRE Plant)																
3. Camp Lejeune (Myrtle Beach AFB; New River MCAS)																
3. Cherry Point MCAS (Seymour-Johnson AFB)																
<u>FT CAMPBELL</u>																
1. Deputy																
2. Ft Campbell Br (Nashville SP)																
3. Memphis Depot (Memphis NAS; Blytheville AFB)																
4. Little Rock AFB (Ft Chaffee; Pine Bluff Arsenal)																

7  
Delete VC from Robins

Montgomery AL 85 mi from Benning

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

PROJECTED FY 84 CURRENT FY 83 POTENTIAL ADJUSTMENT

REMARKS

(Attending Support Requirements)

PRIORITIES

06 05 04 03 02 01 00

### FT CARSON

#### 1. Deputy

2. Ft Carson Br  
(Peterson Field AFB)

3. USAF Academy

### FT DEVENS

#### 1. Deputy

2. Ft Devens Br  
(Natick; Hanscomb AFB)

3. New London NSB  
(Newport MTC; Groton Sub Base)

4. Plattsburgh AFB

5. Griffis AFB  
(Hancock AFB; Ft Drum; Seneca AD)

6. Pease AFB  
(Portsmouth Shipyard NM; Brunswick NAS ME)

7. Loring AFB

### FT DIX

#### 1. Deputy

2. Ft Dix Br  
(McGuire AFB; Phila NB)

3. Bayonne Br  
(5 ADPAC & 4 comsy in NYC area)

4. Philadelphia Br  
(Camden SP)

WO on May 83 PBG

Plattsburgh 225 mi from Devens and  
175 mi from Syracuse NY

Delete VC at Pease-Arml Med  
spt from Devens

Caribou ME is 425 mi from Devens



# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

INSTALLATION (Attending Support Requirements)	PROJECTED FY 84						CURRENT FY 83				POTENTIAL ADJUSTMENT		REMARKS
	06	05	04	03	02	01	06	05	04	03	02	01	
<b>FT EUSTIS</b>													
1. Deputy													
2. Pt Eustis Br													
3. Cheatham Annex													
4. Langley AFB (Ft Monroe; Ft Storey)													
5. Norfolk NSD (Oceana NAS; Damneck, Little Creek Amphip NB; Naval Shipyard; Naval Wpns Sta)													
6. Guantanamo Bay MCB, Cuba													
<b>FT HOOD</b>													
1. Deputy													
2. Ft Hood Br													
3. Carswell AFB (Dallas NAS; Grand Prairie, Ft Worth SP)													
4. Dyess AFB (Goodfellow AFB)													
<b>FT HUACHUCA</b>													
1. Deputy													
2. Ft Huachuca Br													
3. Yuma PG (Yuma MCAS; El Centro NAS)													
4. Davis Monthan AFB													
5. Luke AFB (Williams AFB)													

Goodfellow 87 mi from Dyess.

Full Service Clinic

El Centro 236 mi from Huachuca

Delete VC-Cover Days Monthan  
from Luke (120 mi)

# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

INSTANTATION      PROJECTED FY 84      CURRENT FY 83      POTENTIAL ADJUSTMENT

(Attending Support Requirements)		06	05	04	03	W0	06	05	04	03	W0	PRIORITIES	REMARKS
<u>FT IRWIN</u>													
1. Deputy				x									Deputy has PM responsibility
2. Ft Irwin Br (China Lake NWC, Barstow MC Log Base)					x					x			Full service clinic Nellis (Las Vegas) 160 mi from Irwin
3. Nellis AFB		0	0	1	2	0							
<u>FT JACKSON</u>													
1. Deputy				x									
2. Ft Jackson Br (Shaw AFB)					x	x		x					WO on May 83 PBG
3. Charleston Navy Base (Charleston AFB)										x			
		0	0	1	2	1							
<u>FT KNOX</u>													
1. Deputy			x										
2. Ft Knox Br					x	x				xx	x		
3. Ft Ben Harrison (Grisson AFB, CRANC NMSC Camp Atterbury)					x					x			
4. Wright Patterson AFB (Columbus Depot, Rickenbach AFB)													
		0	1	0	3	1							
<u>FT LEAVENWORTH</u>													
1. Deputy			x										
2. Ft Leavenworth Br (Whitman AFB)					x			x					DVA has PM responsibility Whitman 95 mi from Leavenworth
3. Kansas City SP						x							
4. Offutt AFB		0	1	0	2	1							

16  
Delete Br VC-DVA would  
cover all Jackson req

HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

PERSONNEL AUTHORIZATION DISTRIBUTION

INSTALLATION		PROJECTED FY 84			CURRENT FY 83			POTENTIAL ADJUSTMENT			REMARKS
(Attending Support Requirements)		06	05	04	03	02	01	00	00	00	
<u>FT LEE</u>											
1. Deputy				x							
2. Ft Lee Br (Richmond DGSC; Ft Pickett)		0	0	1	0	1			x		WO on May 83 PBG
<u>FT LEONARD WOOD</u>											
1. Deputy				x							
2. Ft Leonard Br					x				x		11 Delete Br VC-DVA would cover all Leonard Wood req
3. Scott AFB		0	0	1	2	1			x		Full svc clinic
<u>FT MCCLELLAN</u>											
1. Deputy				x							
2. Ft McClellan Br (Columbus AFB, Birmingham SP)					x	x			x		Columbus 185 mi from McClellan; Red- stone 135 mi from McClellan. In event Redstone loses VC, McClellan will cover Anml Med req
<u>FT MEADE</u>											
1. Deputy		x									
2. Ft Meade Br (Annapolis Naval Academy)				x					x		
3. Carlisle Bks Br (Mechanicsburg, New Cumberland; Indian Town Gap; Tobyhanna, Oakdale, Ft Ritchie, Camp David)				x					x		
4. Aberdeen PG (Edgewood Arsenal)						x					
5. Dover AFB (Annapolis Anml Spt)		1	0	2	2	2			x		



# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

### INSTALLATION

(Attending Support Requirements)

PROJECTED FY 84 CURRENT FY 83 POTENTIAL ADJUSTMENT

PRIORITIES

REMARKS

FT POLK										Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft Polk req	Delete Br VC-DVA would cover all Ft 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# HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

## PERSONNEL AUTHORIZATION DISTRIBUTION

INSTALLATION		PROJECTED FY 84				CURRENT FY 83				POTENTIAL ADJUSTMENT				REMARKS
(Attending Support Requirements)		06	05	04	03	W0	06	05	04	03	W0	PRIORITIES		
<u>FT SHERIDAN</u>														
1. Deputy			x		x	x				x	x			Marquette 345 mi from Sher Selfridge 175 mi from Wurt VC has PM at Selfridge
2. Ft Sheridan Br (Chanute AFB;Great Lakes NTC;Ft McCoy; Glenview NAS;Rock Isle Arsenal)					x	x				x				
3. K.I. Sawyer AFB					x									
4. Wurtsmith AFB (Selfridge ANG Air Base)		0	1	0	3	1								
<u>FT SILL</u>														VC has PM responsibility
1. Deputy			x		x	x				xx	x			
2. Ft Sill Br (Altus AFB)					x	x								
3. Tinker AFB (Vance AFB)					x									
4. Sheppard AFB					x									
<u>FT STEWART</u>														DVA has PM responsibility Moody 150 mi from Stewart
1. Deputy		0	1	0	3	1								
2. Ft Stewart Br (Hunter AFB;Moody AFB)			x	x		x				xx	x			
3. Jacksonville NAS (Cecil Fld NAS;Mayport NAS)					x					x				
4. Parris Island MC Recruit Depot 1 (Beaufort MCAS)					x					x				Patrick 53 mi from Orlando Tampa 90 mi from Orlando
5. Orlando NTC (Patrick AFB)					x									
6. McDill AFB														
7. Homestead AFB (Key West NAS)		0	1	1	5	1								

HSC OFFICER REQUIREMENTS FOR DOD VETERINARY SUPPORT MISSION

PERSONNEL AUTHORIZATION DISTRIBUTION

INSTALLATION	PROJECTED FY 84	CURRENT FY 83	POTENTIAL ADJUSTMENT
(Attending Support Requirements)	06 05 04 03 W0	06 05 04 03 W0	PRIORITIES

REMARKS

WEST POINT

1. Deputy

2. West Point Br

GRADE DISTRIBUTION SUMMARY

TRANSITION TOTAL

0283 TOTAL

VC TOTAL

OFF TOTAL

\* NO TDA AUTHORIZATION

DVA has PM responsibility

06	05	04	03	W0	06	05	04	03	W0	
	x									
0	1	0	1	0			x			
16	26	37	111	42						
16	26	37	99	29						
					190					
					232					

## **APPENDIX F**



## STANDARDIZED DEFINITIONS

The definitions contained herein have been designed to integrate the various references utilized in veterinary service support mission performance, under the DoD consolidation requirements and the associated Executive Agent responsibilities, with the new terminologies emerging and other manpower management parameters. With these factors in mind, the specific definitions included have integrated the Uniform Charts of Accounts, Uniform Staffing Methodologies, Staffing Guide Yardsticks, and related management guides into the comprehensive definitions provided below. It must be kept in mind, that while these definitions approximate the standard U.S. Army definitions, modifications have been made based on the emerging programs, which means some inclusions have yet to be addressed by MEDDAC/MEDCEN/HSC agencies; reporting within the veterinary technical channels utilizing these definitions require no explanation, but reporting through MEDDAC/MEDCEN channels may require detailed explanations.

### A. GENERAL TERMINOLOGY

1. Productive Time      Those activities and time spent performing work useful and essential to the military mission. Productive time is further delineated as either direct or indirect time.
2. Direct Time      Those activities, actions, and work that can be identified and assessed against a particular veterinary service mission, workload output factor (unit), or group of factors or products.
3. Indirect Time      Those actions/activities or tasks which cannot be specifically identified with or assessed against a particular workload output or group of outputs; the actions generally contribute to the outcomes or expectations of the military mission.
  - a. Loaned Labor      Manhours a worker spends working at a workcenter outside the veterinary duty site (but is still available on-call in the case of an emergency).
  - b. Education      1) Officially released from the duty site to attend on-installation training, to include SQT or other testing, for career enhancement or maintenance purposes (but still available for recall in an emergency situation).

2) Includes training of a military unique nature, such as CBR, Geneva Convention, drug/alcohol training, UCMJ, marksmanship, physical readiness training/testing, or service schools like NCO Academies (service member is still available for recall).

c. On-call

When an off-duty individual must remain in a pre-arranged location so telephone contact is possible; on-call status is terminated upon arrival at the work site or assembly point.

d. Organ. Duties

Officially released from veterinary service duties for either duty or compensatory time associated with the military requirements for Charge of Quarters, Administrative NCO Duties, Parades, Guard Mount, Retreats, Sponsor Duties, details, or similar administrative support duties (available for recall if actual emergency arises).

4. Non-available Time

Only those manhours not useable by the military because the individual is participating in other activities that are directed, recognized, or sanctioned by the military; these activities render the individual unavailable for military duties or recall to military duties.

5. Demand Factors

Inputs or needs that should be utilized or met in mission performance.

a. AD Population

Those Active Duty (A.D.) personnel that we serve and deploy with in times of mobilization; maintain readiness.

b. Dep. Population

The dependent is the health care user most likely to be seen in a community health program; problems here affect mental readiness of service member.

c. Retired  
Population

A user group that demands service, often beyond the space available concept; support of this group provides training needed for readiness and mobilization, not to mention a Congressionally guaranteed benefit.

- d. On-Install Qtrs      The family quarters on an installation shows the potential number of family units with companion animals, on the federal property, without state or local health support; the national average of 38 dogs and 21 cats per 100 population appears exceeded in military communities.
- e. Commissary Dollars      Dollar value of commissary sales, in millions, compared to the population groups, indicates "shopping" pressures on a specific installation; if the commissary sales are divided by the Active Duty plus dependent populations, the resulting figure will indicate the relative shopping pressure by the retired population.
- f. Public Animals      MWD (military working dogs) and OTHER (equine & misc) does not include the privately-owned companion animals, but does indicate the patient load that will require full time, full service support; veterinary health care is mandated by DoD directives.
- g. Bite Cases      The number of bite/scratch incident reports in a six month period is variable that is dependent upon the reporting procedures of the Medical Treatment Facility (MTF); the figure indicates the potential "free roaming" animal population.
- h. Formula      Retired population and Commissary sales do not effect the formula; these two figures are provided only as "indicators":

A/D POPULATION x 1000.....=-----  
 DEP POP - (# QTRS x 3) x500.=-----  
 # QTRS ON INSTALL x 50.....=-----  
 PUBLIC ANIMALS (MWD) x 1.....=-----  
 PUBLIC ANIMALS (OTHER) x 3...=-----  
 BITE CASES/6 MO x 10.....=-----

INSTALLATION TOTAL (FORMULA) =-----

B. DIRECT TIME CATEGORIES:

1. Inspection (As defined in AR 40-657)
  - a. CL 1 & 2 Includes the time spent traveling to the inspection site ( if from another duty site), preparation/calibration of equipment time, inspection time, and report preparation/distribution time.
  - b. CL 3 Includes all activities at origin site, unless categorized as another class of inspection, as a management function, or as an administration duty.
  - c. CL 4 All actions occurring that are associated with the inspection of subsistence upon delivery at purchase and/or at delivery points, to include contractual reviews, COR liaison, sanitation, wholesomeness, and quality assurance; time spent in the preparation (to include travel from another duty site), inspection, or reporting/documentation of actions will be included.
  - d. CL 5 All actions occurring associated with the receipt of government-owned subsistence, to include count, condition, quality assurance actions, accountable officer coordination, and suitability for use determinations; time spent in the preparation (to include travel from another duty site), inspection, or the reporting/documentation of actions will be included.
  - e. CL 6 All actions involving the evaluation of subsistence prior to shipment from one government site to another, to include vehicle sanitation, soundness/suitability determinations, and document

review: time spent in the preparation (to include travel to or from another duty site), the inspections, or the documentation/liaison associated with report preparation and distribution will be included.

f. CL 7

All actions associated with the issue or sale of government owned subsistence, to include vehicle sanitation, manifest review, daily walk-throughs, suitability determinations, and coordination efforts; time spent in the preparation (to include travel to and from another duty site), evaluations, or reporting/adding/recording/documenting efforts will be included.

g. CL 8

All actions associated with the efforts to inspect subsistence upon delivery at purchase by nonappropriated fund activities, to include COR coordination, training, and liaison, as well as vehicle inspection, contract review, and all inspection efforts; time spent in the preparation (travel included), inspection, or documentation/reporting is included.

h. CL 9

All actions conducted to allow inspection of subsistence that is in storage, to insure prevention of early deterioration, to evaluate suitability/shelf-life, to detect temperature/humidity/environmental problems or improper warehouse practices that could damage the shelf-life, or to insure proper intra-agency movement of owned subsistence; time includes any type of preparation (to include travel to/from another duty site), active coordination/coordination/liaison/inspection actions, and all report/documentation preparation and distribution type activities.

i. QA/SA/ALFOODACT

Quality Audit Special Audit/ALFOODACT include all those subsistence actions directed/requested by another or higher headquarters, either by line item or lot, to identify any type of quality assurance consideration, these include FDA or USDA notices, ALFOODACTS, TSA

Subsistence Item Survey (SIS) requests, or DLA/DPSC Audits; time spent in the preparation (including travel to/from another duty site), review of requirements, liaison/coordination, the audit/inspection, and all after actions to document and report the evaluation will be included.

j. Salvage

All actions associated with the inspection for proper disposition of Commissary-owned subsistence that has been insulted or has questionable primary packaging; time includes preparation (to include travel to/from another duty site), inspection/evaluation, sorting by disposition, liaison with the Commissary personnel, and report preparation or distribution.

k. Sanitaries

1) On-installation - all actions associated with the inspection of federal/military food facilities on any type government installation; time spent includes review of past reports, standard review preinspection, travel to and from the facility, all on-site actions, any liaison/training/coordination with the facility manager, and all report preparation/summary/distribution actions.

2) Off-installation - all actions associated with the inspection of nonfederal food facilities, regardless of location, to include travel to/from the facility and liaison with other military headquarters or procurement offices in reference to the inspection; time spent in preparation, inspection, and after action reporting/documenting will be included.

3) Animal - all actions associated with the evaluation of federally-owned or controlled animal facilities, to include training the management in husbandry, maintenance, or animal health care; time spent includes preparation (travel included), on-site activities, and reporting/documentation/distribution/ liaison actions.

4) Vehicle - report under the appropriate Class of inspection (see above).

- l. Origin Dairy      All actions associated with the establishment and maintenance of any/all the quality history records for specific dairy product producers, to include origin sampling, sample preparation and shipment, and coordination with other agencies concerning the dairy sources.
- m. Salad Program      Salad Inspection Program activities be reported for any time accounting reports by utilizing the same requirements and parameters as the origin dairy program.
- n. Laboratory      1) Report under the appropriate Class of Inspection for all subsistence samples; time includes preparation of containers and samples drawing samples, delivering samples, for further shipping, and all actions associated with tracking/reports/or after action coordination
- 2) For animal associated samples, report under Ancillary Support Services (2.b.5)) for companion animals or public animal category (2.c.), as described below.
- o. Maintenance      1) All actions associated with the first echelon inspection, maintenance and care of equipment/tools utilized in/for the inspection of subsistence will be reported under the inspection category that the device is most often used to support.
- 2) administrative function that will be reported under the appropriate indirect time category.
- p. Travel      1) Travel from quarters to the routine duty site is not accountable and cannot be considered duty hours; it is considered

nonproductive time.

2) Travel to/from one duty site to another is productive time and will be accounted for under the workload category that caused the initial travel.

3) Temporary Duty Travel (TDY) for mission performance is productive time and will be accounted for under the direct time category of workload that best describes the reason for the TDY.

4) Temporary Duty Travel (TDY) for any training purpose is productive time, but it is indirect time and will be reported under the appropriate category.

## 2. Veterinary Health Care

(as defined in AR 40-905)

### a. Human

Those activities where support of any interdisciplinary human health care team is supported by veterinary staff, this includes zoonotic disease surveillance, rabies/bite report activities, animal facilitated therapy programs, hospital consultant support, and related supporting activities; time spent includes literature reviews for specific cases, consultant coordination with the appropriate civilian counterparts, patient contact/team contact activities, and all associated reporting/documentation actions.

### b. Companion Animal

1) Outpatient - those activities associated with patient health care in the Animal Disease Prevention & Control (ADPAC) Facility only during scheduled appointment hours, including testing, immunizations, drawing laboratory samples, examinations, diagnostics, and client/patient communications on health care matters.



2) Inpatient - those activities that are conducted after the patient has been admitted to the ADPAC facility, including surgery or other patient support actions performed by or under the supervision of the veterinarian.

3) Admission & Disposition (A&D) - ADPAC activities and preparations associated with the scheduling of patients for inpatient or outpatient services, animal registration for the installation, preparing health/rabies certificates, receiving/interviewing clients by support staff, collection of monies, release of patients to clients, or the documentation of these activities.

4) Emergencies - patients seen without appointments, includes veterinarian phone/visit consultations with clients (in or out of the ADPAC facility), and any animal abuse or neglect investigation actions.

5) Ancillary Support Services - all laboratory procedures (including the equipment/supplies maintenance and care), X-ray, ECG, EKG, EEG, and other testing procedures for outpatients.

c. Public Animal

1) Military working dog support - all activities involved with the health care delivery to government canines, except for activities associated with sanitary inspections of the animal facilities.

2) Other government animals - all activities associated with the health care delivery to government animals other than canines, except for activities associated with sanitary inspections of the animal facilities/environments.

3) Impoundment - all activities and functions associated with the inprocessing, maintenance, and disposition of stray/feral/wild animals,

including the coordination with and training of animal apprehension personnel for the installation authority.

4) Preventive Veterinary Medicine - those health care surveillance activities that are associated with determining the threats or potential environmental dangers to the soldier; this includes monitoring of sentinels (wildlife or companion animals), disease/survey, infection disease/infestation trend analysis, fecal surveys in common use areas of the installation, parasite surveillance activities, or other environmental evaluation activities.

- d. Quarantine All activities associated with the preparation, in-processing, maintenance, surveillance, and discharge of an animal from confinement for medical, forensic, or legal reasons (public or companion); these activities require a veterinarian to provide the required coordination/direction/control for the program.
- e. Disposal All activities involved with the euthanization and disposal of the animal (companion or public animal); this includes incineration as well as storage and transport of the remains during appropriate disposal actions.
- f. Assistance Includes all activities (not covered by another category) that are associated with receiving inquiries (in person or by phone), routing callers, researching/providing directions/assistance, taking messages, and conducting business by telephone
- g. NAFI Only those activities directly associated with accounting and fiscal management of the nonappropriated fund instrumentality; this would not include conducting any inventories, ordering supplies/equipment, conducting health care activities, doing personnel management activities, or doing anything that would also

be required if the NAFI was dissolved and the monies were collected for the appropriated fund.

**h. Kennel/Stable**

1) For in-house facilities, time spent in maintenance and support will be reported as inpatient, quarantine or impoundment, as appropriate.

2) For facilities operated by outside agencies, time spent will be reported under the most appropriate sanitary inspection category.

**3. Veterinary Administration (as directed by AR 40-1 and DoD 6015.5)**

**a. Liaison**

1) Those activities required to support any installation commander, tenant commander, or their staffs, within the area of operation, in matters requiring veterinary expertise; by definition, this falls under the job description for the installation veterinary staff officer.

2) Those activities in support of the MEDDAC/MEDCEN/Medical Authority in health care delivery, including committee attendance as member or consultant, assisting in problem identification and solution, and related interdisciplinary actions supporting the installation or medical community, regardless of the Service being supported.

3) Those activities and actions that are required or suggested to be conducted with the respective contracting officers or receiving/accountable officers involved with the ordering, procurement, receipt, storage, or disposition of subsistence; this includes assisting in the development of improved contacting instruments if requested.

4) Those veterinary medical activities associated with the maintenance of effective working relations and programs with local civilian health agencies/counterparts and governments (foreign and domestic) to insure protection of the military community and the surrounding civilian communities; this includes the Wildlife Agencies, Humane Agencies, etc.

5) Those activities conducted to insure effective veterinary medical support by communications/cooperation with civilian veterinary medical resources to maintain consultive support as needed.

**b. Review**

1) All activities requiring veterinary expertise to review regulatory directives for content, policy and procedure; this applies to any Service, and both medical and installation directives.

2) All actions associated with the establishment, maintenance, amendment and modification of interservice support agreements (ISSA), required or indicated due to the DoD Executive Agent mission.

3) All activities associated with the development and maintenance of effective Memorandums of Understanding (MOU) that involve the veterinary medical service in the execution of the agreement.

4) All activities associated with the review of internal directives, such as Standard Operating Procedures, that are used in controlling or establishing the operational basis for daily mission performance.

**c. Import/Export**

This includes all activities, efforts, communications, and meetings associated with controlling, monitoring, or insuring the safe

movement of healthy animals across state or national boundaries.

d. Vet Pub Hlth

1) This includes all activities to monitor the incidence of zoonotic disease in or about the service members community or sphere of activity; this includes utilizing the wildlife, companion animals, and feral animals as sentinels of disease/infection.

2) All activities associated with the development, implementation, and evaluation of community information services to protect the health of the service member (and dependents); this includes lectures, personnel education classes, public relation activities, and other community awareness methods.

3) All veterinary activities and actions designed to determine the incidence of disease, or the trends of any disease, will be reported here.

e. Travel-TDY

1) All temporary duty travel to perform official mission duties not covered by another category will be included in this classification

2) All temporary duty travel conducted to insure adequate performance of mission essential duties will be included.

3) All temporary duty travel conducted to provide technical guidance/OJT of subordinates, peers, or self in mission essential duties will be included.

4) Non-TDY travel will be recorded as time spent under the category of activity that caused the travel to occur.

## C. INDIRECT TIME CATEGORIES

### 1. Administers Personnel (as directed for Service Members)

- a. Indoctrinates      Conducts initial interview, makes Personnel original job assignment, and acquaints newly assigned personnel with the work center.
- b. Rates performance      1) Prepare evaluation. Writes evaluation (Performance Report) by researching, evaluating, drafting, proofreading typed copies, marking boxes, and signing completed report (excludes counseling and typing); includes the preparation of enlisted evaluation, officer evaluations, and civilian evaluations.  
  
2) Indorses evaluation. Writes indorsement by researching, evaluating, drafting, proofreading typed copies, and signing completed report (excludes typing); includes the indorsement of enlisted evaluations, officer evaluations, and civilian evaluations.
- c. Nominates Personnel for Award      Prepares recommendation by researching, evaluating, drafting, proofreading typed copies, and signing recommendations as required (excludes typing).
- d. Monitors Management Improvement Program      Assists subordinate in developing improvement suggestions and includes processing any suggestion received for evaluation.
- e. Counsels      Counsel or coach subordinate Personnel personnel on performance and progress in career development and suggests areas for improvement. Counsels and assists individual with morale, welfare, and disciplinary problems. Takes necessary corrective action required to maintain discipline.

f. Assist Personnel

1) All activities associated with personnel actions, finance and personal support services.

2) Activities as a clearing house for personnel to seek personal assistance for problem solving not related to mission performance.

2. OFFICE MANAGEMENT

(to maintain military requirements)

a. Reviews Incoming Distribution

Reviews distribution for information and initiates the necessary action.

b. Reviews Outgoing Distribution as required.

Reviews outgoing correspondence for completeness and accuracy and signs

c. Reviews Report and Statistical Data

Reviews information contained in reports and statistical data for impact on work center status and to identify possible trends which require management action.

d. Develops Budget Estimate

Prepares input to unit resource manager monitor by researching, evaluating, coordinating, drafting, and forwarding estimates. Includes answering follow-on inquiries on estimate.

e. Inspects Facility

Periodically inspects for housekeeping, safety, fire hazards, or equipment conditions that require attention. This includes time to write report.

f. Investigates Accident or Incident

Investigates ground accident or incident with-work center. This includes preparing required Report and associated correspondence.

g. Receives and

Receives visitor, inspector, or other official,

**Assists Visiting  
Official**

assists visitor to accomplish their purpose;  
escorts visitor in restricted or controlled  
area as required

**3. General Administrations**

(Typing, routine distribution, filing phone,  
visitor reception, and posting.)

**a. Types**

Obtains and assembles materials, inserts in  
typewriter, types, separates copies, collates,  
fastens, proofreads, releases to originator,  
and puts material away; Includes the typing of  
a letter, message, report, plan, schedule, or  
roster, enlisted evaluation, officer eval-  
uation, civilian evaluation, indorsement to  
evaluation, or statistical data.

**b. Processes**

1) Includes time spent during Distribution  
delivery or pickup, as well as time at the  
pickup points,

2) Processes incoming distribution. Receives  
and opens envelope, reviews for required  
action, marks, and routes distribution.

3) Processes outgoing distribution. Stamps,  
marks, seals, packages, and routes  
distribution.

**c. Maintains  
Correspondence**

1) Establishes file. Prepares file outline,  
folders, guides, and labels.

2) Files correspondence. Receives material,  
marks, sorts, classifies, inserts in file,  
removes for reference, and refiles.

3) Maintains suspense file. determines need  
for suspense, assigns suspense, posts file,  
reviews file for compliance, reminds individual  
of suspense, annotates file at completion of  
action.



4) Disposes of records. Removes records from file and disposes of them in accordance with AR 340-18

5) Maintains log and register. obtains book or form, makes entry, puts book or form away.

6) Maintains security file. Establishes, posts and changes security record, access documentation, and the list of restricted area badge numbers for work center personnel. Destroys materials as required.

7) Maintains personnel locator file; prepares card or similar record. Posts, changes, and disposes of record as required.

d. Maintains  
Classified  
Material

1) Controls material. Prepares document receipt, routes file, and removes material for referral.

2) Inventories material. Screens file, reviews retention criteria, removes obsolete or unnecessary material.

3) Safeguards material. Opens and closes safe, performs safe area check and changes safe combination.

4) Destroys material. Prepares form, destroys material and annotates record. Includes time of witness.

e. Maintains  
Publication

1) Obtains administrative publications. Receives request, prepares requisition form, obtains authorizing signature, processes and files form.

2) Maintains index. Posts new index, new publication, or change to index.

3) Maintains publication. Posts or files new publication.

f. Operates Copying Machine

Activities associated with operation, copy collation, and maintenance coordination.

g. Maintains Stock of Blank Forms

Establishes requirements, prepares requisition receives, routes, and controls stock of blank forms.

h. Maintains Bulletin Board

Removes existing information and posts new information.

i. Maintains Time and Attendance Cards

Records time and attendance information and forwards card.

j. Provides Stenographic Service

To include taking dictation, minutes, and transcribing notes and recording.

k. Maintains Appointment Record

Posts calendar or book, coordinates appointment with supervisor, reminds supervisor of pending appointments, and makes changes as required.

l. Acknowledges Visitor

Greets visitor, answers inquiries, and refers visitor to appropriate person or location.

m. Processes ADP Card

Receives input data, punches card, verifies punched information, corrects errors, and releases card to originator.

n. Receives Telephone Calls

Receives telephone inquiry; routes callers, takes messages, conducts phone business not related to direct tasks.

NOTE: Phone calls related to direct work should be included with the direct tasks.

#### 4. SUPPLY: (Supply and Office Supply.)

- a. Processes Equipment Request      Determines need and authorization for equipment, researches stock number or nomenclature, prepares justification, submits request and takes follow-up action. This includes receiving and returning equipment.
- b. Conducts Inventory.      Inventories equipment and supplies on-hand and insures accuracy of records.
- c. Maintains Custodian Document      Receives listing form supply, posts changes to changes to records, and resolves inconsistencies.
- d. Obtains Expendable Supplies      Determines need, researches stock numbers, orders, pick ups, and distributes expendable supplies.

#### D. NON-AVAILABLE CATEGORIES

- a. PCS      Absent from duty to accomplish tasks generated by a permanent change of duty station. Includes in/out processing and family settlement.
- b. MEDICAL      Sick call; hospitalization; physicals; dental and outpatient visits; quarters; emergency room treatments and blood donations.
- c. Leave      Annual; military; administrative; day-off; reemployment leave; cure leave (OCONUS); leave without pay (LWOP); pass; rest and recuperation; sick leave; maternity leave; and home leave.
- d. Holiday      Officially recognized days taken.
- e. Absences      AWOP; AWOL; desertion; failure to repair;

job interviews; and appointments with CPO, EEO, IG.

f. Miscellaneous

Civic duties (voting, jury-duty); witnesses for the U.S. Army; union activities; labor strikes (OCONUS); fund drives; social functions; physical fitness and sports activities.

## **APPENDIX G**

Report: HCSD Report-79-002

VETERINARY CORPS COMPOSITE UNIT STUDY (VECCUS)

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August 1979

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## 1. INTRODUCTION

### a. Purpose.

(1) The purpose of this study is to develop a US Army Health Services Command (HSC) level veterinary management information system and composite output unit for the Continental United States (CONUS) veterinary activities.

(2) The purpose of this report is to review study activities to date and to discuss the impact upon this study effort of congressional decisions concerning the military subsistence procurement program which resulted in a determination that the United States Department of Agriculture (USDA) and the United States Department of Commerce (USDC) will assume the Army/Air Force procurement quality assurance mission.

b. Background. The Director of Veterinary Services, US Army Health Services Command, has determined that Army veterinary workload reporting system (DA Form 2651) does not provide an adequate vehicle for defining and quantifying HSC veterinary resource requirements. Further, the system does not provide a convenient method for monitoring the utilization of HSC veterinary resources. Consequently, the Chief, US Army Veterinary Corps, and the HSC Director of Veterinary Services have identified the requirement for modifying existing veterinary workload reporting systems and for the development of a management indicator method by which this reported workload data may be more efficiently interpreted in terms of the associated veterinary resource requirements. In order that this reporting system and management indicator method satisfy existing HSC requirements, the following constraints were included:

(1) The management indicator should, if possible, relate to historical and existing veterinary workload output units and staffing guides. The basic unit employed is "total pounds inspected."

(2) The reporting system and management indicator should be readily understandable at all levels.

(3) The system should be reliable. That is, the input data should be consistent and the resulting management indicator values should accurately relate HSC veterinary resource requirements to HSC veterinary workload requirements.

(4) The system should be reproducible. That is, the input data should be readily available for audit by outside agencies.

## 2. OBJECTIVES

The constraint set described above provided the basis for the following objectives:

a. To review available historical veterinary workload and staffing data for the purpose of identifying which, if any, of the "total pounds inspected" components would provide a mathematically reliable basis for developing a Veterinary Corps Composite Unit (VCCU).

b. To assist the HSC veterinary staff with modification of existing veterinary workload reporting systems.

c. To develop and implement an HSC level man-hour utilization reporting system.

d. To use the data provided by the reporting systems, above, in the development of an HSC level VCCU.

e. To evaluate the applicability of the VCCU at Medical Department Activity (MEDDAC) and Medical Center (MEDCEN) level by expressing VCCU's as MEDDAC or MEDCEN index values.

### 3. METHODOLOGY

a. Overview. The project officer worked directly with HSC veterinary staff officers during revision of the veterinary workload reporting requirements and in the development of a veterinary man-hour reporting format (HSC Form 173R). These reporting systems were field tested at the Brooke Army Medical Center Veterinary Activity and, subsequently, forwarded to all HSC MEDDAC/MEDCEN veterinary activities.

In combination, the data provided by the HSC Veterinary Workload Reporting System (HSC Form 196) and by the HSC Time Accountability Reporting System (HSC Form 173R (Test)) provide the information used to develop an HSC level VCCU and the MEDDAC/MEDCEN indices.

#### b. Procedures.

##### (1) Information collected.

(a) HSC veterinary workload and staffing data from 1973 - Present.

(b) Monthly workload data for each HSC MEDDAC/MEDCEN veterinary activity from March 1977 - February 1979.

(c) Quarterly Veterinary Activities Report (DA Form 2651) from each HSC MEDDAC/MEDCEN for the period February 1977 - January 1977.

(d) A daily time accountability sheet (HSC Form 173R) from every person within each HSC MEDDAC/MEDCEN veterinary activity for a six month test period (Mar - Aug 77).

(e) A monthly summary of man-hour utilization data from each HSC MEDDAC/MEDCEN veterinary activity from March 1977 - April 1978 (using version 1 of the HSC Test Form 173R dated 7 Feb 77) and from May 1978 - March 1979 (using version 2 of HSC Test Form 173R dated 1 Mar 78).

(2) Method of data collection:

(a) Historical workload and staffing were obtained from existing Army Medical Department (AMEDD) records and reports.

(b) Workload data (monthly summaries) for the test period were provided by the individual HSC MEDDAC/MEDCEN veterinary activities.

(c) Individual time accountability data sheets and monthly summaries were consolidated at the MEDDAC/MEDCEN level and forwarded to this office on a monthly basis.

(3) Analysis of data.

Data is reviewed and verified upon receipt by this division; it is then transcribed onto coding sheets, and subsequently transferred to computer punch cards. Computer analysis is performed on the CDC 6500 at Fort Leavenworth, Kansas, by way of a remote access terminal. Two basic models are employed, as follows:

Model 1 -- Stepwise Multiple Linear Regression Analysis.

Model 2 -- A time-adjusted output program utilizing the following terms.

Let  $n$  = Total number of activities

$A_j$  = activities where  $j = 1, \dots, n$

$T_{ij}$  = time required for individual type  $i$  to perform activity  $j$

$O_j$  = output units associated with activity  $j$

$R_j$  = Ratio of  $T_j$  to  $O_j$

$U_j = \frac{R_j}{R_1}$  where  $j = 2, \dots, n$

$M_j$  = VCCU multipliers (reciprocals of  $U_j$ 's)

$VCCU = \sum_{j=1}^n M_j O_j$  = Veterinary Corps Composite Unit

CI = Composite Index = VCCU's for current year divided by VCCU's for base year

PI = Personnel Index = VCCU's per staff member in current year compared to VCCU's per staff member in base year

#### 4. FINDINGS

a. Initial attempts to identify a reliable mathematical relationship between veterinary workload and staffing data (Appendix 1) using "total pounds inspected" (TPI) as the indicator variable resulted in the finding that TPI did not enter into the stepwise multiple regression equations at any point (see Table 1). In fact, the only component of TPI entering the equations was Class 3 which entered on step 1.

b. An initial analysis of workload and time accountability data for the period March - June 1977 demonstrates that the Class 3 component of TPI is the most reliable indicator variable in the system and, as shown in Appendix 1 demonstrates a multiple correlation coefficient of  $>.9$ .

c. Interest in the procurement quality assurance component of HSC veterinary workload declined rapidly during the years 1977-78. Although the Class 3 workload is not completely out of the hot system, it is no longer a reliable basis for the VCCU and, consequently, further analyses were oriented toward developing the second best food inspection component (Class 4).

d. Class 4 regression values were: (See Scattergram in Appendix 2).

	<u>R Value</u>
(1) As of August 1977	.87
(2) As of November 1977	.75
(3) As of July 1978	.78
(4) As of June 1979	.70

e. The HSC reporting system changed in March 1978 with the introduction of a revised HSC Form 173R, dated 1 March 1978. All subsequent analyses employ only data collected with the new form during the period May 1978 - March 1979.

f. As noted above, the multiple regression coefficient for Class 4 in June 1979 was only .70. (See Appendix 3.)

g. Regression values for other workload components of interest were: (See appendices 4 & 5 for complete equations).

	<u>R Value</u>
(1) Sanitary Inspection of Carrier	.54
(2) Sanitary Inspection of Military Facility	.63

- (3) Initial and Special Sanitary Inspection .66
- (4) Routine Sanitary Inspection .67
- (5) Linear combination of lines  
13, 14, and 15 from HSC Form 196 .72

h. It was decided that all workload components with regression values greater than .5 would be included in the Linear Index Model for illustrative purposes. Obviously, these resulting values are not a completely satisfactory basis for computing annual indices since they are calculated for less than a full data year. However, in the interest of demonstrating both the computation and application of VCCU and index values with existing HSC data, the following is presented: (See Appendix 6.)

<u>Form 196 Line</u>	<u>VCCU Multiplier</u>
1	6.84
2	4.65
3	0.55
4	4.88
5	2.47
6	0.16
7	0.05
13+14+15	0.67

(1) HSC VCCU values for the month of January 1979 are:

<u>VCCU Multiplier</u>	x	<u>Mean Values of 196 Data</u>	
6.84		1.36	= 9.30
4.65		7.08	= 32.92
0.55		117.87	= 64.82
4.88		8.96	= 43.72
2.47		251.66	= 621.60
0.16		7131.83	= 1141.09
0.05		15843.75	= 792.18
0.67		932.32	= 624.65
		VCCU	= 3336.88



(2) HSC VCCU values for the month of February 1979 are:

<u>VCCU Multiplier</u>	<u>x</u>	<u>Mean Values of 196 Data</u>		
6.84		1.70	=	11.62
4.65		8.00		37.20
0.55		131.60	=	72.38
4.88		8.56	=	41.77
2.47		264.80	=	654.05
0.16		7556.40	=	1209.02
0.05		15028.04	=	751.40
0.67		930.56	=	<u>623.47</u>
		VCCU	=	3394.31

(3) Then, as explained in Model 2 (above), the Composite Index (CI) value for January is 1.00 (the base month) and for February is:

$$\frac{3394.31}{3336.88} = 1.0172$$

If these were annual index values, the implication is that the workload basis for the second index value (1.0172) is up from the previous year by about 1.7%.

(4) The corresponding Personnel Index (PI) values for these two months were computed as described in Model 2 and were:

January - 1.00

February - 1.02

These fit nicely with the Composite Index values, above, and would indicate approximately 2% greater workload per person during February.

i. To further illustrate the application of VCCU values, two MEDCENS (Walter Reed and Madigan) were selected. VCCU and index values for each were:

	<u>January</u>	<u>February</u>
Walter Reed	VCCU = 4889	4720
	CI = 1.00	0.96
	MI = 1.00	0.96

	<u>January</u>	<u>February</u>
Madigan	VCCU = 2820	2930
	CI = 1.00	1.03
	MI = 1.00	1.06

These data indicate that, while the work force at Walter Reed remained stable at 40 persons, the workload basis declined by 4% for the month and, consequently, the same 4% decline is reflected in the Personnel Index.

Madigan, on the other hand, reported one less person during the month of February which, when combined with a 3% increase in the workload basis (CI value), results in a Personnel Index value of 1.06 (6% higher).

j. One of the more interesting findings during the conduct of this study effort was the interest expressed by various outside agencies (including the Office of the Chief, Veterinary Corps) in obtaining periodic summaries of man-hour utilization data. (See Table 2.)

## 5. DISCUSSION

a. The finding that the Class 3 component of TPI was the only TPI entry into historical workload data led to the belief that this component would also be the most reliable independent variable for current workload and man-hour utilization data. This was confirmed by the six months of test data and was selected as the basis for a VCCU. However, the congressional decision that the USA and USFC will assume the Army/Air Force procurement quality assurance (Class 3) mission will eliminate the Class 3 TPI component as a basis for the VCCU, and therefore, an alternative basis must be selected.

b. In view of the need to select an alternative basis for the VCCU, it was found that, while the Class 4 and 8 components of TPI were much less reliable than Class 3, when taken across all HSC MEDDAC/MEDCEN, there does exist a fairly reliable Class 4 and 8 function when taken across the 18 MEDDACs not heavily involved with Class 3 inspection.

It was hypothesized that following transfer of responsibility for procurement quality assurance from military to civilian sector, the Class 4 and 8 components will be an acceptable basis when applied across all HSC MEDDAC/MEDCEN veterinary activities. Current data neither supports nor refutes this hypothesis and, therefore, adoption of the Class 4 and 8 basis for a VCCU should await the test of this hypothesis. The complete transfer of procurement quality assurance activities covers a multi-year period, and therefore, it is impractical to delay the adoption of a VCCU basis until the transfer is complete. An alternative which has greatly expedited this study effort was to base the results on currently available MEDDAC/MEDCEN data sets.

c. The lack of consistency found in the animal care units (ACU) is partially explained by differences in interpretation among reporting activities regarding the "200" and "600" FCN categories on Form 173R (Test) dated 1 March 1978.

d. Throughout the reporting period, personnel have consistently reported mission function time as either Staff Actions or Resource Management Time. This has resulted in a relatively uniform percentage of man-hours expended under the FCN "100" category.

e. The regression equations referenced in paragraph 7 (see Table 3) of the findings section are considered to be the best prediction models available for the respective FCN categories and, while the data base is considered inadequate for VCCU purposes, these equations should be reasonably good for manpower projections at the HSC level.

## 6. CONCLUSIONS

a. The Class 3 component of TPI was the most reliable basis for a VCCU, however, in view of the shift of procurement quality assurance responsibility from the military to the civilian sector, an alternative basis for the VCCU must be established. At this time, the most promising alternative basis is the Class 4 TPI component.

b. The ACU section FCN categories were not uniformly interpreted by personnel during the test period and must be monitored closely during coming months to insure that a more consistent relationship between output variables and man-hour utilization data is obtained.

c. During the conduct of this study, this office has received and responded to various requests from HSC and higher levels for information regarding the distribution and utilization of HSC veterinary resources. The ability to respond to these requests in a timely and meaningful way is a direct result of the data storage and retrieval capability employed for this study. Therefore, while this management information aspect of the study effort was not an original study objective, it is concluded that this additional capability is of value and should be retained as an integral part of the HSC Veterinary Management Information System.

## 7. RECOMMENDATIONS

a. Revise the HSC Form 173R to:

(1) Instruct personnel to more closely identify the "indirect" mission function hours and report those hours under the appropriate mission function category rather than under FCN 110-120. This is primarily applicable to supervisory personnel who tend to identify all their work as either "Staff Actions" or "Resource Management" when, in fact, much of their work can more properly be identified as "indirect" mission function time.

(2) Redefine mission function categories 200 and 600 in order to resolve the existing discrepancies between the two categories.

b. Collect at least one full year using the revised 173k format.

c. Use the year's data to verify the linearity of functions for each veterinary technical mission function category.

d. Compute new VCCU values based on the full year of data and verify index values using the full year of data as the basis for these indices.

e. Compute quarterly VCCU and index values using the existing system until their reliability can be substantiated by the new data.

f. Continue the existing VCCU data storage and retrieval capability as an adjunct to the other HSC management indicator systems. In particular, breakouts for hours expended or percentage of time expended by FCN or by personnel category may be desired. (See Appendix 7 for examples of the type data requested by OTSG, Office of the Chief, Veterinary Corps, during the conduct of this study.)

TALLES

TABLE 1

SIGNIFICANT WORKLOAD FACTORS

1. Actual YE VC Strength
  - a. All Sanitary Inspections
2. Authorized YE VC Strength
  - a. Class 3
  - b. Initial and Special Sanitarries
  - c. Rabies Quarantines
3. Actual MY VC Strength
  - a. All Sanitary Inspections
  - b. Zoonotic Disease Diagnoses
  - c. Total Immunizations
4. Authorized MY VC Strength
  - a. Initial and Special Sanitarries

TABLE 2

## VCCU MANHOOR UTILIZATION DATA

September 1978 - Total Population

<u>FCN</u>	<u><math>\bar{X}</math></u>
110	6.18
120	13.81
$\Sigma$ 100	19.99
210	5.41
211	0.42
220	0.41
230	0.00
$\Sigma$ 200	6.24
310	0.16
320	0.93
330	1.23
340	1.00
$\Sigma$ 300	3.32
410	0.03
420	1.67
430	0.80
$\Sigma$ 400	2.50
510	4.45
520	2.15
521	2.77
522	14.38
530	4.83
540	2.06
541	1.81
542	7.28
550	0.12
$\Sigma$ 500	39.85
610	1.84
611	0.29
620	7.05
$\Sigma$ 600	9.18
710	0.20
720	3.21
730	1.53
740	5.99
750	2.13
760	5.86
$\Sigma$ 700	18.92

TABLE 3

VCCU REGRESSION EQUATIONS

$$\begin{aligned}\text{FCN 300 Hrs.} &= 54 + 4.22 (A1) + 1.51 (A2) \\ &+ .05 (A3) + 4.23 (A4)\end{aligned}$$

$$\begin{aligned}\text{FCN 500 Hrs.} &= 795 + .083 (A5) + .037 (A6) \\ &+ .094 (A7)\end{aligned}$$

$$\text{FCN 200 + 600 Hrs.} = 248 + .54 (A14) + .57 (A15)$$

Note: A-1 thru A-15 correspond to Lines 1-15 on HSC Form 196  
(DVS), 2 Feb 77



APPENDICES

## CLASS 3 AND 8P REGRESSIONS

00/02/77 PAGE 7

REGRESSION PARCH, APRIL, MAY, JUNE 1977

FILE NAME LOCATION DATE = 00/02/77.1

\*\*\*\*\* MULTIPLE REGRESSION \*\*\*\*\*

DEPENDENT VARIABLES: VSQ1 CLASS 3 N OP INSPECT

MEAN RESPONSE 1406.10750 STD. DEV. 1518.17333

VARIABLE(S) ENTERED IN STEP NUMBER 1. AS FOOD INSP CLASS 3 N OP

MULTIPLIER	ANALYSIS OF VARIANCE	DF	SUM OF SQUARES	MEAN SQUARE	F	SIGNIFICANCE
1	REGRESSION	1	122793539.43246	122793539.43246	312.98424	0
2	RESIDUAL	63	24716076.92197	392331.37971		
3	TOTAL	64				
4	ADJUSTED R SQUARE					
5	STD. DEVIATION					
6	COEFF. OF VARIABILITY					
7	COEFF. OF VARIABILITY					

## ----- VARIABLES NOT IN THE EQUATION -----

VARIABLE	B	STD. ERROR B	F	BETA	VARIABLE	PARTIAL TOLERANCE	SIGNIFICANCE
AS	.05306195	.43210256E-01	312.98424	.913114			
(CONSTANT)	10.919677	109.70419	.60835756	.93157			
			.638				

VARIABLE	SIGNIFICANCE	ELASTICITY
AS		
(CONSTANT)		

ALL VARIABLES ARE IN THE EQUATION.

COEFF. ESTS AND CONFIDENCE INTERVALS.

VARIABLE	B	STD. ERROR B	F	95.0 PCT CONFIDENCE INTERVAL
AS	.05306195	.43210256E-01	17.691361	.75572145 ; .94946244
(CONSTANT)	10.919677	109.70419	.78029326	-126.31660 ; 288.15596

VARIANCE-COVARIANCE MATRIX OF THE UNNORMALIZED REGRESSION COEFFICIENTS.

.00273

AS

FILE MUNAME (CREATION DATE - 11/21/77)  
SCATTERGRAM OF (DUNN) V50203

IACRUSSJ A6 FOOD INSP CLASS 4 H 8

1591.90 4775.70 7959.50 11143.30 14127.10 17510.90 20694.70 23078.50 27062.30 30246.10

3775.00

3775.00

3397.50

3397.50

3020.00

3020.00

2642.50

2642.50

2265.00

2265.00

16

1887.50

1887.50

1510.00

1510.00

1132.50

1132.50

755.00

755.00

377.50

377.50

0

0

3183.80 4367.60 9551.40 12155.20 15915.30 19101.80 22286.60 25470.40 28654.20 31838.00

FILE RENAME (CREATION DATE = 05/17/79 )

\*\*\*\*\* MULTIPLE REGRESSION \*\*\*\*\*

DEPENDENT VARIABLE.. Y3005

VARIABLE(S) ENTERED ON STEP NUMBER 3.. A1 SAMP INSP INITIAL N SPECIAL

MULTIPLE R .80053  
 R SQUARE .64084  
 ADJUSTED R SQUARE .63260  
 STD DEVIATION 99.52144  
 ANALYSIS OF VARIANCE  
 REGRESSION 3. 1498239.03925  
 RESIDUAL 192. 1901667.19504  
 COEFF OF VARIABILITY 54.7 PCT  
 MEAN SQUARE 498746.34642  
 F 50.35545  
 SIGNIFICANCE .000

## ----- VARIABLES IN THE EQUATION -----

## ----- VARIABLES NOT IN THE EQUATION -----

VARIABLE	B	STD ERROR B	F	ELASTICITY	PARTIAL TOLERANCE	SIGNIFICANCE
A1	.53036723	.61607457E-01	74.111703	.4717337	.13313	.48568
A2	4.6783029	.81798503	32.710400	.3129546		3.4461490
A3	6.7820930	1.7597833	14.856333	.2100036		.065
CONSTANT	56.275368	12.971170	18.805132	.05435		.000

DEPENDENT VARIABLE... 13005

VARIABLE(S) ENTERED ON THIS NUMBER 4.0 A2 SMIT INSP ROUTINE

MULTIPLE R .9201  
 N SQUARE 152942.0706  
 ADJUSTED R SQUARE 152942.0706  
 STD DEVIATION 98.6336  
 ANALYSIS OF VARIANCE  
 REGRESSION 4.0  
 RESIDUAL 197.7  
 TOTAL 162745.1538  
 COEFF OF VARIABILITY 54.5 PCT  
 MEAN SQUARE 382485.52262  
 F 39.10928  
 SIGNIFICANCE .000

VARIABLES IN THE EQUATION				VARIABLES NOT IN THE EQUATION			
VARIABLE	B	STD ERROR B	T	SIGNIFICANCE	ELASTICITY	BETA	VARIABLE
A3	.48271196	.66385242E-01	52.676074	.4293469	.30784	.2631001	PARTIAL
A4	4.2320134	.84763104	24.927594	.000	.25057	.1307309	TOLERANCE
A1	4.2227313	2.2270292	3.5951704	.052	.04096	.1425011	SIGNIFICANCE
A2	1.5121795	.81458403	3.4661450	.005	.09410		
(CONSTANT)	54.085809	12.949112	17.455230	.001			

20

ALL VARIABLES ARE IN THE EQUATION.

COEFFICIENTS AND CONFIDENCE INTERVALS.

VARIABLE	B	STD ERROR B	T	95.0 PCT CONFIDENCE INTERVAL
A3	.48271196	.66385242E-01	7.2715937	.35177254 , .61365039
A4	4.2320134	.84763104	4.9927542	2.5600934 , 5.9039334
A1	4.2227313	2.2270692	1.8960935	-2.1007803 , 8.6155407
A2	1.5121795	.81458403	1.8563806	-4.5558135E-01 , 3.4189171
(CONSTANT)	54.085809	12.949112	4.1767967	28.564177 , 79.627441

# ANIMAL CARE FACTOR EQUATIONS

VECCUS SUPPLEMENT REGRESSIONS 06/06/79 08.52.23. PAGE 8

FILE ANIMAL CREATION DATE = 06/06/79

DEPENDENT VARIABLE V2H05

MEAN RESPONSE

VARIABLE(S) ENTERED ON STEP NUMBER 1 STD. DEV. 392.57212

OUTPATIENT VISITS

TYPE	R	ANALYSIS OF VARIANCE	OF	SUM OF SQUARES	MEAN SQUARE	F	SIGNIFICANCE
R SQUARE	.42720	REGRESSION	1.	12192419.48940	12192419.48940	144.68564	
ADJUSTED R SQUARE	.42424	RESIDUAL	194.	84268.34343			
STD DEVIATION	290.25010	COEFF OF VARIABILITY	42.1 PCT				

## VARIABLES IN THE EQUATION

VARIABLE	B	STD ERROR B	F	BETA	VARIABLE	PARTIAL	TOLERANCE	F	SIGNIFICANCE
A15	-.67550299	.56150370E-01	144.68564	.6530034	A13	-.27740	.96727	16.099229	
(CONSTANT)	392.06372	32.240605	147.07042	.43099	A14	.38554	.89965	33.287898	

## VARIABLE(S) ENTERED ON STEP NUMBER 2.. A14 OTHER IMMUNIZATION

MULTIPLE R	.71516	ANALYSIS OF VARIANCE	OF	SUM OF SQUARES	MEAN SQUARE	F	SIGNIFICANCE
R SQUARE	.51146	REGRESSION	2.	14597287.43049	7298643.71525	101.02696	
ADJUSTED R SQUARE	.50640	RESIDUAL	193.	13943190.68459	72244.51132		
STD DEVIATION	268.76339	COEFF OF VARIABILITY	39.0 PCT				

## VARIABLES IN THE EQUATION

VARIABLE	B	STD ERROR B	F	BETA	VARIABLE	PARTIAL	TOLERANCE	F	SIGNIFICANCE
A15	.57530981	.54820979E-01	110.13110	.5568565	A13	-.03455	.38490	.22942527	
(CONSTANT)	.54781802	.94949597E-01	33.267898	.36707				.632	
	248.79347	38.830112	41.052570	.27186					

DEPENDENT VARIABLE.. V2065

VARIABLE(S) ENTERED ON STEP NUMBER 3.. A13 RADIES IMMUNIZATION

MULTIPLE R .71557 ANALYSIS OF VARIANCE OF SUM OF SQUARES MEAN SQUARE F SIGNIFICANCE  
R SQUARE .51204 REGRESSION 3. 14613928.56877 4871309.52959 67.15088  
ADJUSTED R SQUARE .50442 RESIDUAL 192. 15926549.52651 72534.11212  
STD DEVIATION 269.32158 COEFF OF VARIABILITY 39.1 PCT

VARIABLES IN THE EQUATION

VARIABLES NOT IN THE EQUATION

STEP	IN	OUT	STD ERROR B	B	STD ERROR B	BETA	VARIABLE	PARTIAL	TOLERANCE	F	SIGNIFICANCE
1			.55280703E-01	107.18985		.5537802					
2	A14		.15082031	16.051339		.38517					
3			.13677511	.22942527		.29967					
(CONSTANT)			38.949523	40.516216		-.02467					

ALL VARIABLES ARE IN THE EQUATION.

COEFFICIENTS AND CONFIDENCE INTERVALS.

TABLE	B	STD ERROR B	T	95.0 PCT CONFIDENCE INTERVAL
1	.57233513	.55210703E-01	10.353253	.46329966 . 68137059
2	.60387179	.15082031	4.0039155	.30639413 . 90134926
3	-.65513032E-01	.13677511	-.47890350	-.13520770 . 20426172
CONST	247.93082	38.949523	6.3654391	171.10691 . 324.75472

COVARIANCE MATRIX OF THE UNNORMALIZED REGRESSION COEFFICIENTS.

	A13	A14	A15
A13	.01871		
A14	-.01601	.02275	
A15	.00085	-.00238	.00306

## APPENDIX 5

## FOOD INSPECTION CATEGORY MULTIPLIERS

VLCUSS CLASS 3,4,5

06/26/79 09.31.14.

PAGE 25

FILE NAME CREATION DATE = 06/26/79 1

VARIABLE	CASES	MEAN	STD DEV
CLASS3	200	.5237	1.0679
CLASS4	200	7.0167	3.4523
CLASS5	200	24.2657	13.5632
A5	196	318.6571	633.7700
A6	196	672.1658	4964.4106
A7	196	1423.5510	10056.7836
NCLASS3	200	2.4735	6.4045
NCLASS4	200	.1639	.0749
NCLASS5	200	.0468	.0226

VARIABLES	CASES	CROSS-PROD DEV	COVARIANCE	VARIABLES	CASES	CROSS-PROD DEV	COVARIANCE
CLASS3	200	-25.5173	-1.202	CLASS3	200	394.5532	1.9027
CLASS4	196	41311.0033	211.8517	CLASS4	196	140940.7384	722.7730
CLASS5	196	276620.2043	1418.5052	CLASS5	200	-149.0430	-7490
A5	200	4216	-0.021	CLASS3	200	-4695	-0.024
CLASS3	200	4305.9876	21.6381	CLASS4	196	-27677.9370	-141.9381
CLASS4	196	1170929.5574	6006.7670	CLASS5	196	469134.7474	2405.8192
CLASS5	200	-906.7760	-4.5567	CLASS3	200	-35.0466	-1761
A5	200	-4.2832	-0.015	CLASS4	196	-130289.3349	-709.1761
CLASS3	196	3854067.0295	19764.5437	CLASS5	196	7830206.4776	40154.9050
CLASS4	200	-1795.2202	-9.0212	CLASS3	200	-67.9641	-3415
CLASS5	200	-62.0009	-2.711	CLASS4	196	12273709.2857	62942.5092
A5	196	62408390.4256	320453.2862	CLASS5	196	-66193.1401	-339.4520
CLASS3	196	2350.4690	12.0537	CLASS3	196	241.1572	1.2367
CLASS4	196	7577033459.1123	38956582.0667	CLASS4	196	1022512.6027	5243.6544
CLASS5	196	-24006.1566	-123.5166	CLASS5	196	-5478.6733	-28.0958
A5	196	3983262.9698	20426.9897	CLASS3	196	-11673.0921	-59.8620
CLASS3	196	-13165.2020	-67.5143	CLASS4	200	30.9548	.1556
CLASS4	200	3.55545	.0193	CLASS5	200	.2011	.0010



FILE NOMANE (CREATION DATE - 07/19/78 )

CRITERION VARIABLE V102 DESERPTION D.F. SUBPOPULATION S

ENOKEN DOWN BY RANK RESOURCE MANAGEMENT

BY MONTH

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			32.0512	.3213	.2700	.0729	( 255)
RANK	3	CAPTAINS	51.6317	.2934	.2523	.0636	( 173)
MONTH	4		25.6383	.2817	.2507	.0628	( 90)
MONTH	5		25.9934	.3132	.2547	.0649	( 83)
RANK	4	FIELD GRADE OFFICERS	30.4195	.3713	.2998	.0899	( 82)
MONTH	4		16.5213	.3842	.3227	.1042	( 43)
MONTH	5		13.8912	.3554	.2757	.0760	( 39)

TOTAL CASES = 255

PECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

07/19/76 07-56.17 PAGE 6

FILE NAME (CREATION DATE = 07/19/73)

CRITERION VARIABLE V103 D E S C R I P T I O N D E S U M P O P U L A T I O N S

BROKEN DOWN BY RACE COMMUNITY MEASURES

BY DATA

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			3.4060	.0136	.0360	.0013	2551
RANK							
MONTH	3	EARNING	1.6895	.0085	.0290	.0008	1731
MONTH	4		.7505	.0033	.0229	.0005	901
MONTH	5		.7270	.0039	.0346	.0012	831
RANK							
MONTH	6	FIELD GRADE OFFICERS	1.9165	.0756	.0540	.0021	821
MONTH	6		1.0258	.0459	.0510	.0026	431
MONTH	7		.6971	.0220	.0404	.0016	391
TOTAL CASES			295				

07/19/78 07.56.17.

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

FILE NAME (CREATION DATE = 07/17/78)

DESCRPTION OF SUBPOPULATIONS

CRITERION VARIABLE V100  
BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			123.5526	.4845	.2843	.0808	( 255)
RANK	3.	CORPORAL	69.4383	.4014	.2564	.0658	( 173)
MONTH	4.		34.8230	.3869	.2561	.0656	( 90)
MONTH	5.		34.6145	.4170	.2575	.0663	( 83)
RANK	4.	FIELD GRADE OFFICERS	56.1143	.6599	.2505	.0679	( 82)
MONTH	4.		29.1181	.6772	.2670	.0713	( 43)
MONTH	5.		26.9961	.6429	.2552	.0651	( 39)

TOTAL CASES = 255

FILE NAME CREATION DATE = 07/19/78

CRITICISM VARIABLE V201 O E S C R I P T I O N D F S U B P O P U L A T I O N S

BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE CASES	SUM	MEAN	STD DEV	VARIANCE	N
PER FUTURE POPULATION			11.0613	.0434	.1142	.0130	( 255)
RANK	3. CAPTAINS		7.8152	.0452	.1235	.0152	( 173)
MONTH	4.		4.0541	.0450	.1261	.0159	( 90)
MONTH	5.		3.7612	.0453	.1213	.0147	( 83)
RANK	4. FIELD GRADE OFFICERS		5.2460	.0395	.0822	.0085	( 82)
MONTH	4.		1.3272	.0309	.0890	.0048	( 43)
MONTH	5.		1.9187	.0492	.1126	.0127	( 39)

TOTAL CASES = 255

FILE NAME (CREATION\_DATE = 07/19/78.)

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE V202 H + E ACTIVITIES

BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3.	CAPTAINS	1.7596	.0122	.0567	.0044	( 173)
MONTH	4.		.6402	.0071	.0278	.0008	( 90)
MONTH	5.		1.1195	.0135	.0920	.0085	( 83)
RANK	4.	FIELD GRAD OFFICERS	1.5105	.0134	.0564	.0032	( 82)
MONTH	4.		.6260	.0192	.0552	.0030	( 43)
MONTH	5.		.6845	.0176	.0585	.0034	( 39)

TOTAL CASES = 255

FILE NAME CREATION DATE = 07/19/78

CRITERION VARIABLE V209 DESCRIPTION OF SUBPOPULATIONS

BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CAPTAINS	9.5769	.0553	.1394	.0194	173
MONTH	4		4.0942	.0522	.1305	.0170	90
MONTH	5		4.8806	.0588	.1492	.0223	831
RANK	4	FIFTH GRADE OFFICERS	4.7565	.0580	.1130	.0128	82
MONTH	4		2.1532	.0531	.0978	.0096	43
MONTH	5		2.0030	.0658	.1244	.0165	39

TOTAL CASES = 255

FILE RNAME (CREATION DATE = 07/19/78)

CRITERION VARIABLE V301 DESCRIPTOR OF SUBPOPULATIONS  
BROKEN DOWN BY RANK INT SPEC SANTRY INSPTN  
BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CAPTAINS	2.6535	.0153	.0370	.0014	( 173)
MONTH	4		1.7417	.0126	.0405	.0016	( 90)
MONTH	5		.9118	.0110	.0326	.0011	( 83)
RANK	4	FIELD GRADE OFFICERS	.6263	.0075	.0206	.0004	( 82)
MONTH	6		.4811	.0112	.0265	.0007	( 43)
MONTH	7		.1442	.0037	.0098	.0001	( 39)

TOTAL CASES = 255

FILE MONAME CREATION DATE = 07/19/78 1

CRITERION VARIABLE Y002 DES CR J 2 T J C M O T SUB P D P U L A T I D R S  
 BROKEN DOWN BY RANK RANK RANK  
 BY MONTH MONTH MONTH

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK			7.0542	.0308	.0627	.0039	( 255)
MONTH			6.6955	.0337	.0707	.0050	( 173)
MONTH			3.3814	.0376	.0640	.0041	( 90)
MONTH			3.3164	.0399	.0777	.0060	( 83)
RANK			1.1588	.0141	.0363	.0013	( 82)
MONTH			.4254	.0099	.0264	.0007	( 43)
MONTH			.7223	.0188	.0446	.0020	( 39)
TOTAL CASES =			255				



FILE NONAME (CREATION DATE = 07/19/78 1

CRITERION VARIABLE V303 DESCRIPTOR OF SUBPOPULATION  
 BROKEN DOWN BY RANK  
 BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK			1.3951	.0055	.0502	.0025	( 255)
MONTH	3.	CAPTAINS	1.3951	.0031	.0609	.0037	( 173)
MONTH	4.		1.3225	.0148	.0839	.0070	( 90)
MONTH	5.		.0655	.0038	.0052	.0000	( 83)
RANK	4.	FIELD GRADE OFFICERS	0	0	0	0	( 82)
MONTH	4.		0	0	0	0	( 43)
MONTH	5.		0	0	0	0	( 39)

TOTAL CASES = 255

VCCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE WERE WORKED

FILE HOMAME CREATION DATE 07/19/78

DESCRIPTION OF SUBJECT V304

CRITERION VASPECT V304

BROKEN DOWN BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CONTINUES	4.7326	.0135	.0422	.0018	2551
MONTH	4		3.8735	.0224	.0461	.0021	1731
MONTH	5		1.8925	.0219	.0378	.0014	901
	5		1.9610	.0239	.0538	.0029	831
RANK	4	FIELD GRADE OFFICERS	.0591	.0125	.0312	.0010	821
MONTH	4		.5805	.0116	.0874	.0009	411
MONTH	5		.1304	.0012	.0132	.0012	191

TOTAL CASES = 73

07/19/78 07.56.17

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

FILE NAME (CREATION DATE = 07/19/78)

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE V300  
BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
			17.2608	.0677	.1048	.0110	( 255)
3. CAPTAINS							
RANK			14.6177	.0845	.1161	.0135	( 173)
MONTH			0.3468	.0927	.1266	.0160	( 90)
MONTH			6.2729	.0755	.1034	.0107	( 83)
4. FIELD GRADE OFFICERS							
RANK			2.6432	.0322	.0628	.0039	( 82)
MONTH			1.4072	.0327	.0563	.0032	( 43)
MONTH			1.2360	.0317	.0700	.0049	( 39)

TOTAL CASES = 255

FILE NAME (CREATION DATE = 07/19/78)

CRITERION VARIABLE 9401 DESCRIP. T.I. Q.M. D.F. SUBPOPULATIONS  
BROKEN DOWN BY PARS FORWARD SURVEY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			1.2979	.0051	.0162	.0003	( 255)
RANK	3	CAPTAINS	.7971	.0015	.0143	.0002	( 173)
MONTH	4		.5262	.0058	.0175	.0003	( 90)
MONTH	5		.2709	.0033	.0097	.0001	( 83)
RANK	4	FIELD GRADE OFFICERS	.5009	.0031	.0197	.0004	( 82)
MONTH	4		.3111	.0072	.0239	.0036	( 43)
MONTH	5		.1898	.0059	.0139	.0002	( 39)

TOTAL CASES = 255

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED 07/19/78 07.56.17. PAGE 17

FILE NAME CREATION DATE = 07/19/78.1

CRITERION VARIABLE V402 DESCRIP TION D N O F S U B P O P U L A T I O N S

BROKEN DOWN BY RANK QUAL ASSUR DAILY PROD

BY 22-0-0

VARIABLE	CODE	VALS	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK			2.3223	.0071	.0365	.0013	( 255)
MONTH	3.	CAPTAINS	1.9861	.0115	.0429	.0010	( 173)
MONTH	4.		1.2453	.0130	.0479	.0023	( 90)
	5.		.7400	.0099	.0367	.0013	( 03)
RANK			.3461	.0042	.0154	.0002	( 02)
MONTH	6.	FIELD GRADE OFFICERS	.2003	.0020	.0177	.0003	( 43)
MONTH	7.		.1370	.0035	.0126	.0007	( 12)
TOTAL CASES = 255							

VICUS OFFICERS AIRTEL AND MAY 1977 PERCENTAGE TIME WORKED 07/19/78 07.56.17 PAGE 10

FILE NAME (CREATION DATE = 07/19/78)

CRITERION VARIABLE 003 DEF SCRT P I L O N L F S U B P O P U L A T I O N S

BROKEN DOWN BY RANK QUALITY AUDIT

BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CAPTAIN	7025	.0041	.0422	.0018	1731
MONTH	4		.0071	.0075	.0564	.0034	901
MONTH	5		.0154	.0032	.0012	.0030	831
RANK	4	FIELD GRADE OFFICERS	4091	.0050	.0286	.0008	821
MONTH	4		.4092	.0095	.0377	.0014	431
MONTH	5		.0759	.0020	.0120	.0001	391

TOTAL CASES = 255

FILE NAME CREATION DATE = 07/19/78.)

CRITERION VARIABLE V400 DE SCR I P Y I O N O F S U B P O P U L A T I O N S

BROKEN DOWN BY RANK  
BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CAPTAINS	4.6218	.0139	.0574	.0033	( 255)
MONTH	4		3.4657	.0201	.0517	.0038	( 173)
MONTH	5		2.4507	.0273	.0770	.0059	( 90)
			1.0270	.0124	.0379	.0014	( 83)
RANK	4	FIELD GRADE OFFICERS	1.3361	.0153	.0473	.0022	( 82)
MONTH	4		.9286	.0216	.0609	.0037	( 43)
MONTH	5		.9075	.0199	.0246	.0026	( 39)

TOTAL CASES = 255

07-56-37

07/17/78

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

FILE NAME (CREATION DATE - 07/19/78)

DESCRIPTION OF SUBPOPULATION

CRITERION VARIABLE (CLASS 3 TEMP INSPECT)

BROKEN DOWN BY

8)

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			13.0764	.0513	.1255	.0157	( 255)
RANK							
1. NORTH			8.2495	.0477	.1207	.0146	( 173)
2. SOUTH			4.8132	.0546	.1368	.0187	( 90)
3. WEST			3.3363	.0432	.1008	.0102	( 63)
RANK							
4. FIELD OFFICE OFFICERS			6.8262	.0589	.1354	.0183	( 82)
5. OTHER			2.1547	.0508	.1080	.0117	( 23)
6. MONTH			7.6422	.0617	.1614	.0249	( 39)

TOTAL CASES = 255



07/19/78 07.56.17

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

FILE NONAME (CREATION DATE = 07/19/78)

DESCRIPTIVE OF SUBPOPULATIONS

CRITERION VARIABLE VSQZ CLASS 4 INSPECTION

BROKEN DOWN BY RANK

BY MONTH

VARIABLE	CODE	VALUE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			1.9864	.0073	.0250	.0006	255
RANK	3	CAPTAINS	1.6129	.0032	.0277	.0008	1731
MONTH	4		.6855	.0075	.0280	.0008	90
MONTH	5		.7274	.0039	.0276	.0008	83
RANK	4	FIELD GRADE OFFICERS	.5735	.0073	.0181	.0003	821
MONTH	4		.3204	.0075	.0174	.0003	43
MONTH	5		.2531	.0065	.0190	.0004	39

TOTAL CASES = 255

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED

FILE NAME CREATION DATE = 07/19/78

CRITERION VARIABLE V503  
BROKEN DOWN BY MONTH

DESCRIPTION OF SUBPOPULATIONS		SUM		MEAN		STD DEV.		VARIANCE		N	
VARIABLE	CODE	VAL	LEVEL	SUM	MEAN	STD DEV.	VARIANCE	N			
FOR ENTIRE POPULATION											
RANK				5729	.0022	.0216	.0005	( 255)			
MONTH				6715	.0027	.0258	.0007	( 173)			
MONTH				5557	.0035	.0026	.0000	( 90)			
MONTH				6158	.0059	.0371	.0014	( 83)			
FIELD GRADE OFFICERS											
RANK				1013	.0012	.0074	.0001	( 82)			
MONTH				9300	.0039	.0036	.0000	( 43)			
MONTH				0634	.0016	.0101	.0001	( 35)			

TOTAL CASES = 255

FILE RNAME (CREATION DATE = 07/19/78 1

CRITERION VARIABLE V504 - - - - - DESCRIPTION OF SUBPOPULATION - - - - -  
 BROKEN DOWN BY RANK CLASS 5,6,7,9 INSPECT  
 BY NORTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3.	CAPTAINS	1.3570	.0078	.0269	.0007	( 173)
NORTH	4.		.4269	.0047	.0172	.0003	( 90)
NORTH	5.		.9301	.0112	.0342	.0012	( 83)
RANK	4.	FIELD GRADE OFFICERS	1.0154	.0124	.0404	.0016	( 82)
NORTH	4.		.4061	.0094	.0346	.0012	( 41)
NORTH	5.		.6113	.0157	.0462	.0021	( 39)

TOTAL CASES = 255

VECCUS OFFICERS APRIL AND MAY 1977 PERCENTAGE TIME WORKED 07/19/78 07.56.37 PAGE 30

FILE NAME CREATION DATE 07/19/78 1

CRITERION VARIABLE Y703 DESCRIPTION OF SUBPOPULATIONS  
BROKEN DOWN BY RANK MED DENTAL AUSENCE

BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3	CAPTAIN	3.5234	.0130	.0537	.0029	( 255)
MONTH	4		2.7665	.0150	.0631	.0040	( 173)
	5		.9474	.0135	.0353	.0012	( 90)
			1.8172	.0219	.0832	.0069	( 83)
RANK	4	FIELD GRADE OFFICERS	.5583	.0058	.0227	.0035	( 82)
MONTH	4		.2559	.0059	.0168	.0003	( 43)
	5		.3044	.0078	.0281	.0008	( 39)
TOTAL CASES =			255				

FILE MONAME (CREATION DATE = 07/19/70.1)

CRITERION VARIABLE V706 DESCRIPTION OF SUBPOPULATIONS

LEAVE

BROKEN DOWN BY

BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION							
RANK	3.	CAPTAINS	1577.0000	9.1155	19.8906	395.6377	( 173)
MONTH	4.		787.0000	8.7444	20.4980	420.1699	( 90)
MONTH	5.		790.0000	9.5131	19.3267	373.5210	( 83)
RANK	4.	FIELD GRADE OFFICERS	1239.0000	15.1098	24.6787	609.0372	( 82)
MONTH	4.		521.0000	12.1623	23.2153	536.9491	( 43)
MONTH	5.		716.0000	14.3520	26.1126	681.8677	( 39)

TOTAL CASES = 255

TS

FILE NAME SCREEN DATE 07/19/75

CRITERION VARIABLE V705 DESCRIPTION OF SUBPOPULATIONS

BROKEN DOWN BY RANK PASS EXCUSED ABSENCE

BY MONTH

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			4.3735	.0172	.0480	.0023	( 255)
RANK							
MONTH	3	CAPTAINS	3.3853	.0196	.0556	.0031	( 173)
MONTH	4		1.8200	.0232	.0547	.0030	( 90)
MONTH	5		1.5653	.0139	.0569	.0032	( 83)
RANK							
MONTH	4	FIELD CRACK OFFICERS	.9802	.0121	.0246	.0006	( 82)
MONTH	5		.3211	.0075	.0160	.0003	( 43)
TOTAL CASES			.6611	.0177	.0310	.0010	( 125)

FILE MURKIN CREATION DATE = 07/19/70 1

CRITERION VARIABLE V706 D.F. SUBPOPULATION UNLISTED FUNCTION

BROKEN DOWN BY RANK BY MONTH

VARIABLE	CODE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION						
RANK		11.3803	.0444	.1383	.0191	( 255)
MONTH	3- CAPTAINS	6.8473	.0375	.1322	.0175	( 173)
MONTH	4-	3.7195	.0413	.1320	.0174	( 90)
MONTH	5-	3.1203	.0377	.1331	.0177	( 83)
FOR FIELD WARD OFFICERS						
RANK		4.6825	.0547	.1509	.0228	( 62)
MONTH	4-	2.1352	.0508	.1274	.0150	( 43)
MONTH	5-	2.2942	.0549	.1700	.0317	( 39)
TOTAL CASES = 255						

## **APPENDIX H**



OFFICE OF THE DEPUTY

ITEM

WEIGHTING

# of personnel required	1/1 person
# of on-installation sanitarries	1/10 sites
# of off-installation sanitarries	1/30 sites
# of geographically separate installations with VC/91R/ 91T personnel assigned to them	1/ staffed site
# of committees/boards as member	1/7 com/bd

<u>STAFFING RATIOS</u>							
Ofc of DVA Units/ Manpower Rqrmt		GRADE	4-29 3	30-50 4	51-70 4	71-90 5	91-a- bove *a 6
VC	64B	06/05			1	1	1
VC	64A	04/03	1	1		1 c.	1 c.
WO	051A	CW02/CW03	b.			d.	d.
NCO	91R50	E9					1
NCO	91R50	E8			1	1	
NCO	91R40	E7	1	1			
OPN NCO	91R40/30	E7/E6		1	1		2
Sec	GS-3/2	05/04	1	1	1	1	1

\*a. Also, Area Consultant responsibilities as assigned by MACOM for subordinate or sub elements of lateral commands.

b. May substitute CWO for VC if MACOM decides primary duties are subsistence related and adequate attending animal health care professional support is readily available from a lateral unit.

c. Operations Officer.

d. CWO may be substituted for VC Operations Officer upon MACOM approval.

## BR HQ WORKLOAD

ITEMWEIGHTING

# of personnel required at subordinate sections	1/1 person
# of on-installation sanitararies	1/10 sites
# of off-installation sanitararies	1/30 sites
# of dairies supported for dairy wholesomeness assurance program	1/6 sites
# of geographically separated duty sites	1/staffed duty site

STAFFING RATIOS					
Br HQ Units /Manpower Rqmt		Grade	3-20 /2	21-50 /3	51-above /3
VC	64A	02/3	1	1	1
WO	051A	WO1	a	a	a
NCO	91T40/91R40	E7			1
NCO	91T30/91R30	E6	1	1	
Sec/Clk-Typist GS-4/5				1	1

- WO will replace VC if subordinate elements have no animal health, care mission.
- Origin inspection (procurement) requirements will be staffed based on the MACOM veterinarians assessment of the specific mission requirements.
- When requirement increases due to dairy wholesomeness program, an enlisted food inspector (E-5) will be identified as an additional requirement.
- At least three separate installations must be staffed and supervised by the Branch OIC/NCOIC to warrant use of this table.

# ADPAC WORKLOAD

<u>Item</u>	<u>Weighting for ADPAC Units</u>
- # MWD ASGN	1/1 MWD
- # Public AN(NON-MWD) ASGN (NON-LAB AN)	1/3 an
- # quarters on installation (w/o animal restriction)	1/50 qtrs
- Active duty dependent population in Health Care Catchment Area	1/1000 people
- # An fac rqrng Sanit Insp	2/1 fac
- ADPAC Travel Requirements in R.T. miles/mo	1/60 mi
- # Bite Report/mo	1/1 B.R.
- # Cages/kennels/runs/paddock/stalls under ADPAC control	1/2 c/k/r

STAFFING RATIOS								
ADPAC UNITS/MANPOWER REQUIREMENT			40/1	100/2	155/4	210/6	265/7	
VC Off	64A	0-2/3	a	a	1	2	2	GS-701
AN NCO	91T30	E-6	d	d	d	1	1	GS-704
AN SPEC	91T20	E-5	1	1	1	1	1	GS-704
AN SPEC	91T10	E-4			1	1	2	GS-704 WB 7706
AN SPEC	91T10	E-3		1	1	1	1	GS-704 WB 7706

- VC officer available from DVA/Br headquarters.
- Wildlife Activities - if greater than 50% of one man year is obligated to wildlife activities, additional requirements must be identified.
- MWD Training/Centers staffed per recommendation of MACOM veterinarian processing.
- NCO substitution required in geographically isolated site more than 50 miles from the attending VC, or on Navy/Marine Corps installations.

# COMMISSARY FOOD INSPECTION MISSION/WORKLOAD

<u>ITEM</u>	<u>WEIGHTING FOR COMMISSARY UNITS</u>
Number of line items stocked	1/2000 line items
Number of commissary annexes located on same installation	.5/1 annex
Number of commissary annexes not located on same installation	1/1 annex
Perishable warehouse not co-located with main commissary store (d)	.5/1 whse
Semiperishable warehouse not co-located with main commissary store (d)	.5/1 whse
Number of laboratory samples prepared and submitted	.5/40 lab samples

STAFFING RATIOS						
COMMISSARY UNITS / MANPOWER (C)	GRADE	1 / 1	2 / 2	3 / 3	4 / 4	5 / 5
Food Insp NCO 91R30	E-6	a	a	a	a	1
Food Insp SP 91R20	E-5	1	1	1	1	1
Food Insp SP 91R10	E-4			1	1	1
Food Insp SP 91R10	E-3		1	1	2	2

- When assignment is at a Navy or Marine Corps Commissary located at other than the DVA, or branch office, the minimum grade of the inspector in charge will be an NCO.
- If NAF activities are supported, utilize NAFA table for supplemental staffing.
- Baseline staffing should be projected to the following as the minimum manpower for the size commissary:
  - under 0.2 million dollar sales monthly.....1
  - 0.2 - 0.8 million dollar sales monthly.....2
  - 0.8 - over million dollar sales monthly.....3

d. Consolidated Commissary Warehousing that support 2 commissaries should be staffed (NA) Depot Workload Table

ISSUE ACTIVITY FOOD INSPECTION MISSION/WORKLOAD

ITEM

WEIGHTING FOR TISA UNITS

Average daily head count for the installation	1/ 2000 personal (5/≥ 10,000)
Semiperishable warehouse not co-located with perishable warehouse	.5/1 whse
Number of laboratory samples prepared and submitted	.5/40 lab samples
Number of warehouses/annexes located on different installations	1/1 whse/annex
Inspection support provided for Class 1 subsistence emergency supplies maintained at unit level	.25/40 sites supported
Number of ships supported (Navy and/or Coast Guard)	b

STAFFING RATION							
ISSUE ACTIVITY WEIGHTED UNITS/ MANPOWER Reqmt			1/1	2/2	3/3	4/4	5/5
	CODE	GRADE					
1. Food Insp NCO	91R30	E-6	a	a	a	a	1
2. Food Insp SP	91R20	E-5	1	1	1	1	1
3. Food Insp SP	91R20	E-4			1	1	1
4. Food Insp SP	91R10	E-3		1	1	2	2

- a. When assignment is at a Navy or Marine Corps, issue activity located at other than the DVA or branch office, the minimum grade of the inspector in charge will be an NCO.
- b. When inspection support is provided to Navy and/or Coast Guard vessels, additional staffing for the responsible office will be based on DVA appraisal and justification.
- c. If NAF Activities are supported, utilize NAFA table for supplemental staffing.

# NONAPPROPRIATED FUND ACTIVITY (NAFA) FOOD INSPECTION MISSION/WORKLOAD

## ITEM

## WEIGHTING FOR NAFA UNITS

Inspection support provided to one or more NAFAs. (AAFES, Navy Exchange, Club, Bowling Alley, etc.)

.5/8 NAF Actv

Inspection support provided to an Army Air Force Exchange Service (AAFES) semiperishable subsistence general merchandise distribution activity (GMDA).

.25/1 AAFES Actv

Inspection support provided to an AAFES perishable GMDA

.50/1 AAFES Actv

In plant (origin) processing inspection support is provided

## STAFFING

<u>MILITARY POSITIONS</u>			<u>NUMBER OF POSITIONS</u>				
NAFA	WEIGHTED UNITS/ MANPOWER	2007	1/ 1	2/ 2	3/ 3	4/ 4	5/ 5
	<u>CODE</u>	<u>GRADE</u>					
1. Food Insp NCO	91R30	E-6					1
2. Food Insp SP	91R20	E-5			1	1	1
3. Food Insp SP	91R10	E-4	1	1	1	1	1
4. Food Insp SP	91R10	E-3		1	1	2	2

- When origin inspection support (Class 8 processing inspection) is provided sites will be staffed based on MACOM Veterinarian appraisal. Minimum grade of assigned inspection personnel will be E-5.

# SUPPLY POINTS WORKLOAD

## FOOD INSPECTION ITEM

## WEIGHTING/UNITS

### 1. # of line items received

TROOP ISSUE	1.25/line item
DICOMMS/BRAND NAME RESALE (BNR) (CHILL & FREEZE)	.33/line item
CLASS 8 (NONPROCESSING)	.33/line item
FF&V LOCAL PROCUREMENTS	
Previously USDA inspected	.10/line item
Not previously USDA inspected	.33/line item

### 2. # of line items received Class 5

TROOP ISSUE	.50/line item
DICOMMS/BNR	.25/line item

### 3. # of line items issued (Class 6, 7 or 8)

TROOP ISSUE	.01/line item
DICOMMS/BNR	.01/line item
FF&V	.01/line item
Class 8 (nonprocessing)	

### 4. # of Cyclic Inspections Requested (by lot) Class 8 non-processing or Class 9

MANUAL SYSTEM	1/cyclic insp request
AUTOMATED SYSTEM	.75/cyclic insp request
FRESH FRUITS AND VEGETABLES	.20/insp request

## STAFFING RATIOS

FOOD INSPECTION UNITS/MANPOWER REQD			560- 720	830- 1040	1200- 1360	1520- 1630	1840- 2000	2160- 2320	2480- 2640
			/4	/6	/8	/9	/12	/14	/16
	GRADE	WO/CWO	a/	a/	a/	a/	1 b/	1 b/	1 b/
Fd Insp NCO	051A	E-7				1	1	1	1
Fd Insp NCO	91R40	E-6	1	1	1	1	2	2	2
Fd Insp Spec	91R30	E-5	1	1	2	2	2	3	3
Fd Insp Spec	91R20	E-4	1	2	2	2	2	3	4
Fd Insp Spec	91R10	E-3	1	2	3	2	3	3	4
Clerk Typist	71L10	E-4				1	1	1	1
	00322	GS-4							
QUAL AUDITOR	91R3077	E-6							
	1960	GS-9	c/	c/	c/	c/	c/	c/	c/

- VC/WO/CWO support from the Br HQ/Ofc of the DVA.
- When a supply point and depot are located such that effective officer supervision can be provided to both sites by one officer only, one will be required for both.
- 1 additional for each audit site.

# DEPOT WORKLOAD

## FOOD INSPECTION ITEMS

## WEIGHTING FOR INSP. UNITS

1. # of line items received
  - CL4 TROOP ISSUE 1.25/line item
  - CL4 DICOMMSS/BRAND
  - NAME RESALE (BNR) .30/line items
  - CL8 (NONPROCESSING)
2. # of line item received (CL 5)
  - TROOP ISSUE 1/line item
  - DICOMMSS/BRAND
  - NAME RESALE
3. # of line items shipped (CL 6, 7 or 8)
  - TROOP ISSUE .01/line item
  - DICOMMSS/BNR
  - Class 8 (NONPROCESSING)
4. # of cyclic inspections requested (CL 9 or CL 8 nonprocessing)
  - CL8/9 MANUAL SYSTEM 1/cyclic insp request
  - AUTOMATED SYSTEM .75/cyclic insp request
5. # of lots requiring laboratory testing 1.5/lot requiring lab test

## STAFFING RATIOS

FOOD INSPECTION UNITS/ MANPOWER REQ	560-720/ 4	880- 1040/6	1200- 1360/10	1520- 1630/9	1840- 2000/12	2160- 2320/14	2480- 2640/1/16
GRADE							
WO 051A WO/CWO	a	a	a	a	1 b/	1 b/	1 b/
Fd Insp NCO 91R40 E-7				1	1	1	1
Fd Insp NCO 91R30 E-6	1	1	1	1	2	2	2
Fd Insp Sp 91R20 E-5	1	1	2	2	2	3	3
Fd Insp Sp 91R10 E-4	1	2	2	2	2	3	4
Fd Insp Sp 91R10 E-3	1	2	3	2	3	3	4
Clk Typist 71L10 E-4				1	1	1	1
00322 GS-4							
QUAL AUDIT 91R30D7 E-6/	c/	c/	c/	c/	c/	c/	c/
1960 GS-9							

- a. VC/WO support from Br HQ/Ofc of the DVA
- b/ When a supply point and depot operation are located such that effective officer supervision can be provided to both sites by one officer, only one will be required for both.
- c/ 1 additional for each site.



## **APPENDIX I**

USM/UCA CODES - (UCAPERS)

A. Revised Coding System:

<u>CODE</u>	<u>DEFINITION</u>
FBDA	Command, Control, Administration of Veterinary Services
FBDB	Readiness/Training/Continuing Health Education
FBDC	Installation Veterinary Public Health/Liaison Activities
FBDD	Indirect Time Categories supporting military mission
FBDE	Sanitary Inspection of On-installation Subsistence Facility
FBDF	Sanitary Inspection of Civilian Food Establishment
FBDG	CL 1/CL 2 Subsistence Inspection
FBDH	Class 3 Subsistence Inspection/Origin Dairy Program
FBDI	Commissary/Installation CL 4 or 5 Subsistence Inspection
FBDJ	Commissary/Installation CL 6/7/9 and other Food Inspections
FBDK	Commissary Salvage Inspections/On-site Useability Determinations
FBDL	Class 8 Subsistence Inspections
FBDM	Quality Audit/Special Audit/ALFOODACT Subsistence Inspections
FBDN	Depot CL 4 or 5 Subsistence Inspections
FBDQ	Depot CL 6/7/9 and other Food Inspections
FBDP	Supply Point CL 4 or 5 Subsistence Inspections
FBDQ	Supply Point CL 6/7/9 and other Food Inspections
FBDR	Bite Report/Quarantine Activities
FBDS	Outpatient/Immunization Activities for Companion Animals
FBDT	Impoundment Activities/Disposal Activities
FBDU	Inpatient Activities
FBDV	Preventive Veterinary Medicine Activities/Wildlife Activities
FBDW	Telephone Reception/Assistance/A&D Activities
FBDX	Animal Facility Sanitary Inspections/Public Animal Support
FBDY	Nonappropriated Fund Activity Functions
FBDZ	Ancillary Support Services/X-Ray/Lab for Animal Health Care

B. ADMINISTRATIVE NOTES:

1. Other USAPERS categories that are available from the standard codes used by the MEDDAC/MEDCEN may be used by test sites in addition to the above veterinary specific codes for reporting within veterinary technical channels.
2. Under the FY 86 UCAPERS Reporting Program, for the MEDDAC/MEDCEN, group the above codes as follows: FBDA thru FBDF would be grouped as FBDA; FBDG thru FBDQ would be grouped as FBDB; and FBDR thru FBDZ would be grouped as FBDC.
3. Definitions are provided in Section III of this appendix.
4. Additions and/or deletions to the above codes cannot occur unless advanced authority is granted by HSVS-P, HQ, Health Services Command.

UCA ISSUE IDENTIFICATION

LOG CONTROL NO. \_\_\_\_\_

TITLE OF ISSUE: DoD VETERINARY SERVICE SUPPORT

TYPE OF ISSUE: UCA Draft Implementation Procedures  
Manual Additional codes

DESCRIPTION: The current UCA coding has provided the Veterinary Services one account, FBD. This does not provide the fractionated cost accounting to monitor the equitability of service, nor the expense by Branch of Service, as required by DoD directive 6015.5. The equitability of veterinary service support is a topic of recurring Congressional inquiry. As the DoD Executive Agent for veterinary services, we must be able to capture expenses by work center, especially when attempting to provide equitable support to the Army, Navy, Air Force, Marine Corps, Defense Logistic Agency, Coast Guard, and other federal agencies with limited resources. It is apparant that the UCA coding system must be modified to monitor the DoD Executive Agent mission for veterinary services, if cost accounting by specialty level (work center) is really important to the military community.

DATE SUBMITTED: 1 March 1985

POINT OF ORIGIN: HSVS-P, HQ, HSC, FT SAM HOUSTON, TX 78234-6000

ORIGINATED BY: LTC Thomas E. Catanzaro, VC

COMMENTS: These fractionated cost centers have already been defined in compatible terms in the HSC Standardized TDA and the pending USM revisions. This UCA is critical for the effective integration of the veterinary manpower management system.

UCA ISSUE-RESOLUTION

RESOLUTION:

The UCA Implementation Procedures Manual needs to add codes to DoD 6010.10-M to provide fractionated cost data for veterinary service support to DoD, IAW DoD Directive 6015.5. Equitability of Support is an item of recurring Congressional interest, and could be monitored effectively within the existing system by changing the current FBD code to the following:

- FFA - Army Installation Support
- FFB - Air Force Installation Support
- FFC - Civilian Contractor Support
- FFD - DLA Support
- FFG - Support of Non-federal Governmental Agencies
- FFF - Support of Federal Agencies not within DoD
- FFJ - Joint Service Support
- FFM - Marine Corps Installation Support
- FFN - Navy Installation Support
- FFS - Other DoD Agencies

DATE SUBMITTED FOR RESOLUTION: 1 JUNE 1985

DATE RESOLUTION NOTIFICATION:

RESOLVED BY: \_\_\_\_\_ (SIGNATURE)

RESOLVED BY (NAME AND TITLE)

ACTION REQUIRED:

DISTRIBUTION:

## **APPENDIX J**

HSOP-FT (11 Sep 84)

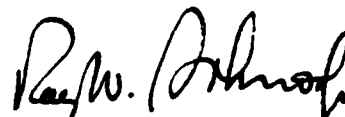
SUBJECT: Implementation to 0286 TDA

TO DVS

FROM DCSOPS

DATE 19 Sep 84 CMT 2  
CPT Nelson/rrh/6625

1. We concur with your suggestion to designate Vet Branches in the standard TDA format using alpha designators and non-standard remarks codes.
2. The best method to execute this proposal is for a member of your staff to request extracts from the HS0186 TDA for all paragraphs numbered 861-899. Because you know your organization, it will be faster and more accurate if you tell us which branches received the appropriate codes.
3. A scrub of the functions of each activity should be conducted and each paragraph should be updated using your designators and codes. By marking the extracts in red ink we can top-load the changes from this headquarters during the January - March 1985 MOC Window.
4. POC this office is CPT Nelson, 6626.



RAY W. SALMON, JR.  
Colonel, MSC  
DCSOPS

1 Incl  
nc

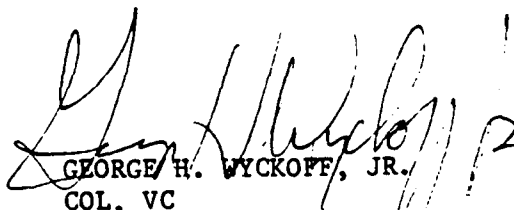
HSVS (11 Sep 84)

TO DCSOPS

FROM DVS

DATE 20 Nov 84 CMT 3  
SFC Plante/ij/4731

1. As suggested in paragraph 2 of Comment 2, request that this directorate be provided extracts from HS0186 TDA for all paragraphs numbered 861-899.
2. POC this office is SFC Plante, 6522.



GEORGE H. WYCKOFF, JR.  
COL, VC  
Director of Veterinary Services

# DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is TAGO.

REFERENCE OR OFFICE SYMBOL

SUBJECT

HSVS-P

Implementation to 0286 TDA

TO HSOP-FF

FROM Dir of Vet Svcs

DATE 11 Sep 84

CMT 1

ATTN: CPT Nelson

COL Jennings/pe/6519

1. Inclosed are suggestions for revision of the TDA for Veterinary Services.
2. The basic 861, 862 codes are expanded using an alpha designator for type of Branch and Remarks Coding for other services supported.

1 Incl  
as

  
GEORGE H. WYCKOFF, JR., VMD  
Colonel, VC  
Director of Veterinary Services

STANDARDIZED TDA - VETERINARY SERVICES

Currently: 861 Deputy for Veterinary Services  
862-899 Veterinary Branches/Paragraph

SYSTEM EFFECTIVE WITH TDA 0286:

1 - use an alpha designator in position four of paragraph to designate the predominant type duties of the Branch/Paragraph

- Specifically: ---A Animal

---C Commissary

---D Depot

---I Installation

---M Mixed missions

---N Nonappropriated Fund

---O Origin Food

---S Supply Point

---T TISA

---W Working Dogs/Government Animals Only

2 - Utilize the Remarks Coding (right hand column) for identification of military/other service supported majority of duty time if other than Army

- Specifically: VB Air Force

VN Navy

VD DLA

VM Marine

VF Federal Agencies not within DOD

VG Governmental Agencies of State or Local

VO Other DOD agencies

VJ Joint Service Support (non-Army)

VC Civilian Privately-owned Organization

3 - These would balance against future USM/UCA changes and allow better cost management and easier reporting of equitable services to inquires.

Incl 1





DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY HEALTH SERVICES COMMAND  
FORT SAM HOUSTON, TEXAS 78234

REPLY TO  
ATTENTION OF:

4 Mar 85

SUBJECT: Standardized Veterinary TDA

Dep Cdr for Vet Svcs  
HSC MEDDAC/MEDCEN

1. The requirement for a standardized TDA has been in existence for a few months, and the guidance for Veterinary Services has led to multiple variances to the basic intent of standardization. In conjunction with the computerization of the DA form 2651, the requirements for manpower management IAW APORS and MS3, and the upcoming UCAPERS program, additional guidance has been developed for the Veterinary Service standardized TDA.
2. Attached is the guidance utilized to recode the paragraphs and remarks of each MEDDAC/MEDCEN TDA. Draft copies of the 0186 revisions will be provided to each region for further dissemination. The 0286 TDA should reflect these changes.
3. Future changes are the responsibility of each Deputy Commander for Veterinary Services, utilizing the resources and submission channels of their respective MEDDAC/MEDCEN. It is critical that both the paragraph alpha designator and the remarks code remain current and accurate. Continued attention to this program will be essential for effective workload reporting (AR 40-658) and manpower management.

1 Incl  
as

GEORGE H. WYCKOFF, JR.  
Colonel, VC  
Director of Veterinary Services

## STANDARDIZED TDA - VETERINARY SERVICES

Currently: 861 is Office of the Deputy Commander for Veterinary Services  
862-899 is all other Veterinary Branches/Paragraphs/Sections

SYSTEM EFFECTIVE WITH 0187 TDA WILL FOLLOW THE FOLLOWING GUIDANCE:

1. Use an alpha designator in position four of the paragraph/line code to designate the predominant type duties of the Branch/Paragraph/Individual.

Specifically: ---A Animal

---C Commissary

---D Depot

---F Food at Origin

---M Mixed Missions

---N Nonappropriated Fund Subsistence

---P Post, Camp, Station, Installation

---S Supply Point

---T TISA

---W Working Dogs/Government Animals (only)

2. Utilize the Remarks coding (right hand column) for identification of military/other service supported majority of duty time, if other than Army.

Specifically: VB Air Force

VC Civilian Privately-owned Organization

VD DLA

VF Federal Agencies not within DoD

VG Governmental Agencies of State or Local

VJ Joint Service Support (non-Army)

VM Marine

VN Navy

VS Other DoD Agencies

3. These categories balance against future UCA/USM changes and allow better cost management and easier reporting of equitable services to inquiries.

4. Changes to the above codes are not permitted without written approval of HQ, HSC, ATTN: HSVS-P. Recommendations for modifications are encouraged and requested, sent to the same office.

DATA RETRIEVAL EXTRACT  
INQUIRY EDIT AND EXECUTION LISTING  
CONTROL STATEMENT EDIT FOR INQUIRY 1

PREPARED ON 041127 2206 HOURS  
PCN ANV-205  
PAGE 2  
AS OF DATE 051001

LINE NUMBER *****	DIAGNOSTIC CODE ****	DIAGNOSTIC *****
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040 NO DIAGNOSTICS.

044 2 PERCENT OF THE FILE WAS SELECTED BY THIS INQUIRY.

TDA 0186

MASTER

PREPARED BY 641127 2204 HOURS  
PCN ANV-JDS  
PAGE 3  
AS OF DATE 951001

DATA RETRIEVAL EXTRACT  
INQUIRY EDIT AND EXECUTION LISTING  
FEBRUARY 1, AM VETS, 1974 USOL96 IDA, PROGRAM PHANV

UIC	PARA	PARA-TITLE	UNIT-POS-TITLE	GRADE	MISC	OPAFH	STR-PU REQ	SIR-PU AUTH	PERS RMK(1)	PERS RMK(2)
000	000	000	000	000	000	000	000	000	000	000
MOFFAA	861M 01	DEP VET SVCS	DEPUTY DIR VET SVC	05	64A00	VC	1	1		
MOFFAA	861M 02	DEP VET SVCS	VET NEG	07	91R40	NC	1	1		
MOFFAA	861M 03	DEP VET SVCS	SECY TYPD	05	0031A	GS	1	1		
MOFFAA	862M 01	VET NR FMA	VET SVCS OFF	03	64A00	VC	1	1		
MOFFAA	862M 02	VET NR FMA	VET NEG	06	91R30	NC	1	1		
MOFFAA	862M 03	VET NR FMA	ADMIN SP	05	91R20		1	0		
MOFFAA	862C 04	VET NR FMA	FOOD INSPECTION SP	05	91R20		1	1		
MOFFAA	862T 05	VET NR FMA	FOOD INSPECTION SP	04	91R10		1	1		
MOFFAA	862A 06	VET NR FMA	ANIMAL CARE SP	04	91T10		1	1		
MOFFAA	862C 07	VET NR FMA	FOOD INSPECTION SP	03	91R10		1	1		
MOFFAA	862A 09	VET NR FMA	ANIMAL CARE SP	03	91T10		1	1		
MOFFAA	863M 01	MOFF13 VET NR FMA	VET SVCS OFF	03	64A00	VC	1	1		
MOFFAA	863M 02	MOFF13 VET NR FMA	FOOD INSPECTION	00	051A0		1	1		
MOFFAA	863T 03	MOFF13 VET NR FMA	VET NEG	07	91R60	NC	1	1		
MOFFAA	863C 04	MOFF13 VET NR FMA	FOOD INSPECTION SP	05	91R20		1	1		
MOFFAA	863M 05	MOFF13 VET NR FMA	ADMIN SP	05	91L20		1	1		
MOFFAA	863T 06	MOFF13 VET NR FMA	FOOD INSPECTION SP	04	91R10		1	1		
MOFFAA	863A 07	MOFF13 VET NR FMA	ANIMAL CARE SP	04	91T10		1	1		
MOFFAA	863M 08	MOFF13 VET NR FMA	ANIMAL CARE SP	03	91T10		1	1		
MOFFAA	863C 09	MOFF13 VET NR FMA	FOOD INSPECTION SP	03	91R10		2	2		
MOFFAA	863M 10	MOFF13 VET NR FMA	VET SVCS OFF	03	64A00	VC	1	0		
MOFFAA	863T 11	MOFF13 VET NR FMA	FOOD INSPECTION	03	91R30	NC	1	1		
MOFFAA	863A 12	MOFF13 VET NR FMA	VET SVCS OFF	03	64A00	VC	1	1		
MOFFAA	863M 13	MOFF13 VET NR FMA	VET NEG	06	91R30	NC	1	1		
MOFFAA	863A 14	MOFF13 VET NR FMA	ANIMAL CARE SP	04	91T10		1	1		
MOFFAA	863C 15	MOFF13 VET NR FMA	FOOD INSPECTION	03	91R10		1	1		

26 PERMANENT SELECTION FOR DUC MOFFAA

STR-PU-REQ 27

STR-PU-AUTH 26

Alaska

MOQ1AA	861M 01	DEP VET SVCS	DEPUTY DIR VET SVCS	06	64A00	VC	1	1		XA
MOQ1AA	861M 02	DEP VET SVCS	VET NEG	04	91R40	NC	1	0		
MOQ1AA	861M 03	DEP VET SVCS	VET NEG	07	91R40	NC	0	1		
MOQ1AA	861M 04	DEP VET SVCS	SECY TYPD	04	0031A	GS	1	1		
MOQ1AA	862M 01	VET NR FMA	VET SVCS OFF	03	64A00	VC	1	1		
MOQ1AA	862M 02	VET NR FMA	VET NEG	00	051A0		1	1		
MOQ1AA	862T 03	VET NR FMA	FOOD INSPECTION	07	91R40	NC	1	1		
MOQ1AA	862C 04	VET NR FMA	FOOD INSPECTION	04	0031A	GS	1	1		
MOQ1AA	862A 05	VET NR FMA	ANIMAL CARE SP	04	91R20		1	1		
MOQ1AA	862C 06	VET NR FMA	FOOD INSPECTION	04	91R10		1	1		
MOQ1AA	862A 07	VET NR FMA	ANIMAL CARE SP	04	91T10		2	0		
MOQ1AA	862M 08	VET NR FMA	ADMIN SP	04	91T20		1	1		



PREPARED BY BATTY 2006 0000  
PCN ANV-205  
PAGE 5  
AS OF DATE 04/10/11

[illegible][illegible]

25 RECORDS COLLECTED FOR THE RECORDS  
STP-PQ-070  
13  
16

[illegible]







DATA RETRIEVAL EXTRACT  
 INQUIRY FOR APO EXECUTION LISTING

INQUIRY 1, ALL VETS FROM INSIDE IDA, PROGRAM PLANA

UIC	DATA LINE	DATA-TITLE	DUTY-DISC-TITLE	GRADE	MISC	BRANCH	SIR-PU REQ	SIR-PU AUTH	PEPS	PEPS
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MOXNAA	063A01	MOXN04 VET RP	C VET RP VUVA	03	64003	VC	1	1	ZA	
MOXNAA	064A01	MOXN04 VET RP	FOOD INSP NCO	E6	01R30	VC	1	1		
MOXNAA	065A01	MOXN04 VET RP	FOOD INSP	E5	01R20		1	1		
MOXNAA	066A01	MOXN04 VET RP	FOOD INSP	E4	01R10		1	1		
MOXNAA	067A01	MOXN04 VET RP	ANIMAL CARE SP	E6	01110		1	1		
MOXNAA	068A01	MOXN04 VET RP	FOOD INSP	E3	01R10		2	1		
MOXNAA	069A01	MOXN04 VET RP	FOOD INSP	03	00320	GS	1	0		
MOXNAA	070A01	MOXN04 VET RP	WET SVCS OFF	03	64000	VC	1	1		
MOXNAA	071A01	MOXN04 VET RP	ANIMAL CARE SP	E5	01R20		1	1		
MOXNAA	072A01	MOXN04 VET RP	WET SVCS OFF	03	64000	VC	1	1		
MOXNAA	073A01	MOXN04 VET RP	ANIMAL CARE SP	E5	01R20		1	1		

23 PERSONS SELECTED FOR UIC MOXNAA  
 1. Huerfano (6)

STR-PU-REQ 27  
 STR-PU-AUTH 20

MOXNAA	062A01	VET RP	ANIMAL CARE SP	E3	01110		2	0		
MOXNAA	063A01	MOXN04 VET RP	C VET RP VUVA	03	64003	VC	1	1	ZA	
MOXNAA	064A01	MOXN04 VET RP	FOOD INSP NCO	E6	01R30	VC	1	1		
MOXNAA	065A01	MOXN04 VET RP	FOOD INSP	E5	01R20		1	1		
MOXNAA	066A01	MOXN04 VET RP	FOOD INSP	E4	01R10		1	1		
MOXNAA	067A01	MOXN04 VET RP	ANIMAL CARE SP	E6	01110		1	1		
MOXNAA	068A01	MOXN04 VET RP	FOOD INSP	E3	01R10		2	1		
MOXNAA	069A01	MOXN04 VET RP	FOOD INSP	03	00320	GS	1	0		
MOXNAA	070A01	MOXN04 VET RP	WET SVCS OFF	03	64000	VC	1	1		
MOXNAA	071A01	MOXN04 VET RP	ANIMAL CARE SP	E5	01R20		1	1		
MOXNAA	072A01	MOXN04 VET RP	WET SVCS OFF	03	64000	VC	1	1		
MOXNAA	073A01	MOXN04 VET RP	ANIMAL CARE SP	E5	01R20		1	1		





PREPARED BY R41127 0004 00005  
PCW ANV-005  
AS OF DATE 06.1001

DATA RETRIEVAL EXTRACT  
INQUIRY FOR AND EXECUTION LISTING  
INQUIRY 1, ALL VETS FROM 050126 TDA, PROGRAM P10APV

UIC	PARA	DATA-TITLE	ENTRY-TITLE	GRADE	DESC	ORIGIN	STR-PU REQ	STR-PU AUTH	PERS RMK(1)	PERS RMK(2)
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WIMAA	R67M 01	WIM 36	FUND FS BR	04	051A0		1	1		
WIMAA	R67M 02	WIM 36	FUND FS BR	06	01R30	VC	1	1		
WIMAA	R67M 03	WIM 36	FUND FS BR	05	01R20		1	1		
WIMAA	R67M 04	WIM 36	FUND FS BR	04	01R10		1	1		
WIMAA	R67M 05	WIM 36	FUND FS BR	03	01R10		1	0		
WIMAA	R67M 06	WIM 36	AA FS BR	03	64300	VC	1	1		
WIMAA	R67M 07	WIM 36	AA FS BR	06	01R30	NC	1	1		
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WIMAA	R67M 09	WIM 36	AA FS BR	04	01R30		1	1		
WIMAA	R67M 10	WIM 36	FUND GEN S BR	06	01R30	NC	1	1		
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WIMAA	R67M 12	WIM 36	FUND GEN S BR	04	01R10		2	2		
WIMAA	R67M 13	WIM 36	FUND GEN S BR	03	01R10		1	1		
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WIMAA	R67M 17	WIM 36	FUND GEN S BR	00	01R10		2	2		
WIMAA	R67M 18	WIM 36	FUND GEN S BR	00	01R20		1	1		
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WIMAA	R67M 20	WIM 36	FUND GEN S BR	00	01R10		1	1		
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WIMAA	R67M 29	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 30	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 31	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 32	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 33	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 34	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 35	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 36	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 37	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 38	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 39	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 40	WIM 36	FUND GEN S BR	00	01R10		1	1		
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WIMAA	R67M 54	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 55	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 56	WIM 36	FUND GEN S BR	00	01R10		1	1		
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WIMAA	R67M 58	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 59	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 60	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 61	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 62	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 63	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 64	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 65	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 66	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 67	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 68	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 69	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 70	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 71	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 72	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 73	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 74	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 75	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 76	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 77	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 78	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 79	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 80	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 81	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 82	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 83	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 84	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 85	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 86	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 87	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 88	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 89	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 90	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 91	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 92	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 93	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 94	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 95	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 96	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 97	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 98	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 99	WIM 36	FUND GEN S BR	00	01R10		1	1		
WIMAA	R67M 00	WIM 36	FUND GEN S BR	00	01R10		1	1		

\*\*\*\*\*  
51 RECORDS SELECTED FOR UIC (WIMAA) (8)  
\*\*\*\*\*  
STR-PU-REQ 54  
STR-PU-AUTH 54  
\*\*\*\*\*

WIMAA	R67M 01	WIM 36	DEPUTY VET SVC	03	64300	VC	1	0		XA
WIMAA	R67M 02	WIM 36	DEPUTY VET SVC	04	051A0		0	1		
WIMAA	R67M 03	WIM 36	FUND INSPECTION SP	05	01R20		1	1		
WIMAA	R67M 04	WIM 36	FUND INSPECTION SP	06	01R10		1	1		
WIMAA	R67M 05	WIM 36	ANIMAL SP	07	01R10		1	1		
WIMAA	R67M 06	WIM 36	FUND INSPECTION SP	08	01R10		1	1		
WIMAA	R67M 07	WIM 36	SOLV TYPING	09	03322	GS	1	1		







PREPARED BY 061127 0006 10000

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DATA: RETRIEVAL EXTRACT  
INQUIRY FOR AND EXECUTION LISTINGS  
PROPERTY 1. ALL VETS FROM 050196 TOA, PROGRAM 01, PAV

UIC	PCN	TIME	DATE-TIME	DUTY-01 S-TIME	GRADE	CLASS	STR-PU	STR-PU	PERS	PEPS
000	0000	0000	00000000	000000000000	0000	00000	00000	00000	00000	00000
W20NAA	W705 06	W20N06	ED IP OFF	FUDD 1PSP	E3	01110	3	2	VC	VC
W20NAA	W67A 01	W20N06	FSD ANIMAL	VET SVCS DEF (FIC)	E3	W67A00	2	1	VC	VC
W20NAA	W63A 02	W20N06	FSD ANIMAL	ANIMAL CAPT SP	E5	01120	2	0	VC	VC
W20NAA	W63A 03	W20N06	FSD ANIMAL	ANIMAL CAPT SP	E4	01110	1	1	VC	VC
W20NAA	W63A 04	W20N06	FSD ANIMAL	ANIMAL CAPT SP	E3	01110	2	0	VC	VC
W20NAA	W64W 01	W20N11	DUG CTR LACK	VET COMP AND DEF	E5	W64W00	1	1	VC	VC
W20NAA	W64W 02	W20N11	DUG CTR LACK	VET SVCS DEF	E4	W64W00	1	1	VC	VC
W20NAA	W64W 03	W20N11	DUG CTR LACK	VET SVCS DEF	E3	W64W00	1	0	VC	VC
W20NAA	W64W 04	W20N11	DUG CTR LACK	ANIMAL CAPT DEF	E7	01140	1	1	VC	VC
W20NAA	W64W 05	W20N11	DUG CTR LACK	ANIMAL CAPT SP	E5	01120	3	2	VC	VC
W20NAA	W64W 06	W20N11	DUG CTR LACK	ANIMAL CAPT SP	E4	01110	2	2	VC	VC
W20NAA	W64W 07	W20N11	DUG CTR LACK	ANIMAL CAPT SP	E3	01110	9	7	VC	VC
W20NAA	W64W 08	W20N11	DUG CTR LACK	SECURITY (STP)	E5	00118	1	1	VC	VC
W20NAA	W64W 09	W20N11	DUG CTR LACK	VET SVCS DEF (FIC)	E3	W64W00	1	1	VC	VC
W20NAA	W64W 01	W20N13	LAFD ANIMAL	ANIMAL CAPT SP	E5	01120	1	1	VC	VC
W20NAA	W64A 02	W20N13	LAFD ANIMAL	ANIMAL CAPT SP	E4	01110	1	0	VC	VC
W20NAA	W64A 03	W20N13	LAFD ANIMAL	ANIMAL CAPT SP	E3	01110	1	1	VC	VC
W20NAA	W64A 04	W20N13	LAFD ANIMAL	ANIMAL CAPT SP	E3	01110	2	1	VC	VC
W20NAA	W64W 01	W20N04	VET SIC RECK	ANIMAL CAPT SP	E4	01110	1	1	VC	VC
W20NAA	W65W 01	W20N12	PACUSLPH	VET SVCS DEF (FIC)	E3	W65W00	1	1	VC	VC
W20NAA	W65A 02	W20N12	PACUSLPH	ANIMAL CAPT SP	E5	01120	1	0	VC	VC
W20NAA	W65A 03	W20N12	PACUSLPH	ANIMAL CAPT SP	E4	01110	1	1	VC	VC
W20NAA	W65A 04	W20N12	PACUSLPH	ANIMAL CAPT SP	E3	01110	1	0	VC	VC
W20NAA	W66W 01	W20N20	REPGSTRUM	VET SVCS DEF (FIC)	E3	W66W00	1	0	VC	VC
W20NAA	W66A 02	W20N20	REPGSTRUM	ANIMAL CAPT SP	E4	01110	1	0	VC	VC
W20NAA	W66A 03	W20N20	REPGSTRUM	ANIMAL CAPT SP	E3	01110	1	0	VC	VC
W20NAA	W67W 01	W20N06	VET BR CORPUS	CHIEF VET BR C OF	E3	W67W00	1	1	VC	VC
W20NAA	W67C 02	W20N06	VET BR CORPUS	FUDD 1PSP	E7	01R40	1	1	VC	VC
W20NAA	W67C 03	W20N06	VET BR CORPUS	FUDD 1PSP	E5	01R20	1	1	VC	VC
W20NAA	W67T 04	W20N06	VET BR CORPUS	FUDD 1PSP	E4	01R10	1	1	VC	VC
W20NAA	W67C 05	W20N04	VET BR CORPUS	FUDD 1PSP	E3	01R10	1	1	VC	VC
W20NAA	W67M 06	W20N04	VET BR CORPUS	CLERK TYPIST	E3	00120	1	0	VC	VC
W20NAA	W67A 01	W20N06	CORPUS	ANIMAL CAPT SP	E4	01110	1	0	VC	VC
W20NAA	W67A 02	W20N06	CORPUS	ANIMAL CAPT SP	E3	01110	1	0	VC	VC
W20NAA	W67E 01	W20N13	REPMILL	FUDD 1PSP	E5	01R20	1	1	VC	VC
W20NAA	W67E 01	W20N21	KINGSVILLE	FUDD 1PSP	E5	01R20	1	1	VC	VC
W20NAA	W67E 01	W20N10	MCALLEN	FUDD 1PSP	E7	01R40	1	0	VC	VC
W20NAA	W67E 02	W20N10	MCALLEN	FUDD 1PSP	E6	01R30	1	1	VC	VC
W20NAA	W67E 03	W20N10	MCALLEN	FUDD 1PSP	E5	01R20	2	2	VC	VC
W20NAA	W67E 04	W20N10	MCALLEN	FUDD 1PSP	E4	01R10	3	3	VC	VC
W20NAA	W67E 05	W20N10	MCALLEN	FUDD 1PSP	E4	01R10	3	3	VC	VC
W20NAA	W67E 06	W20N10	MCALLEN	CLERK TYPIST	E3	00120	1	0	VC	VC















PREPARED BY 06127 2004 105 105  
 PCN ANV-005  
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Abstracts of the 96th Annual Meeting of the American  
Society of Human Genetics, 1998, 1-10 October  
1998, Denver, Colorado, USA. The meeting was held at the  
Crowne Plaza Hotel, Denver, Colorado, USA.

	ANAL	ANAL-1	ANAL-2	ANAL-3	ANAL-4	ANAL-5	ANAL-6	ANAL-7	ANAL-8	ANAL-9	ANAL-10	ANAL-11	ANAL-12	ANAL-13	ANAL-14	ANAL-15	ANAL-16	ANAL-17	ANAL-18	ANAL-19	ANAL-20	ANAL-21	ANAL-22	ANAL-23	ANAL-24	ANAL-25	ANAL-26	ANAL-27	ANAL-28	ANAL-29	ANAL-30	ANAL-31	ANAL-32	ANAL-33	ANAL-34	ANAL-35	ANAL-36	ANAL-37	ANAL-38	ANAL-39	ANAL-40	ANAL-41	ANAL-42	ANAL-43	ANAL-44	ANAL-45	ANAL-46	ANAL-47	ANAL-48	ANAL-49	ANAL-50	ANAL-51	ANAL-52	ANAL-53	ANAL-54	ANAL-55	ANAL-56	ANAL-57	ANAL-58	ANAL-59	ANAL-60	ANAL-61	ANAL-62	ANAL-63	ANAL-64	ANAL-65	ANAL-66	ANAL-67	ANAL-68	ANAL-69	ANAL-70	ANAL-71	ANAL-72	ANAL-73	ANAL-74	ANAL-75	ANAL-76	ANAL-77	ANAL-78	ANAL-79	ANAL-80	ANAL-81	ANAL-82	ANAL-83	ANAL-84	ANAL-85	ANAL-86	ANAL-87	ANAL-88	ANAL-89	ANAL-90	ANAL-91	ANAL-92	ANAL-93	ANAL-94	ANAL-95	ANAL-96	ANAL-97	ANAL-98	ANAL-99	ANAL-100
ANAL	ANAL-1	ANAL-2	ANAL-3	ANAL-4	ANAL-5	ANAL-6	ANAL-7	ANAL-8	ANAL-9	ANAL-10	ANAL-11	ANAL-12	ANAL-13	ANAL-14	ANAL-15	ANAL-16	ANAL-17	ANAL-18	ANAL-19	ANAL-20	ANAL-21	ANAL-22	ANAL-23	ANAL-24	ANAL-25	ANAL-26	ANAL-27	ANAL-28	ANAL-29	ANAL-30	ANAL-31	ANAL-32	ANAL-33	ANAL-34	ANAL-35	ANAL-36	ANAL-37	ANAL-38	ANAL-39	ANAL-40	ANAL-41	ANAL-42	ANAL-43	ANAL-44	ANAL-45	ANAL-46	ANAL-47	ANAL-48	ANAL-49	ANAL-50	ANAL-51	ANAL-52	ANAL-53	ANAL-54	ANAL-55	ANAL-56	ANAL-57	ANAL-58	ANAL-59	ANAL-60	ANAL-61	ANAL-62	ANAL-63	ANAL-64	ANAL-65	ANAL-66	ANAL-67	ANAL-68	ANAL-69	ANAL-70	ANAL-71	ANAL-72	ANAL-73	ANAL-74	ANAL-75	ANAL-76	ANAL-77	ANAL-78	ANAL-79	ANAL-80	ANAL-81	ANAL-82	ANAL-83	ANAL-84	ANAL-85	ANAL-86	ANAL-87	ANAL-88	ANAL-89	ANAL-90	ANAL-91	ANAL-92	ANAL-93	ANAL-94	ANAL-95	ANAL-96	ANAL-97	ANAL-98	ANAL-99	ANAL-100	

[illegible]

FOR RECORDS SECTION ONLY WRTAA  
STB-PJ-REF 107  
STB-PJ-AUTH 106  
*F.T. FOSTIS*  
*(18)*

[illegible]

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DATA: PERSONAL EXPENDITURE  
 PERSONAL EXPENDITURE LISTING  
 PROPERTY 1, ALL VETS FOR US OF 105, PROGRAM PLANNED

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 PERSONAL EXPENDITURE LISTING  
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DATA SUMMARY EXTRACT  
INQUIRY FOR ALL EXECUTION LISTING  
FIGURE 1, ALL VETS FROM HOLDING TPA, PROGRAM OF AMV

UIC	DATA	DATA-TITLE	DATA-TITLE	GRADE	USC	CHACH	STR-PU	STR-PU	STP-PU	PERS	PERS
000	0000	0000000000	0000000000	0000	0000	000000	REQ	REQ	AUTH	PMK(1)	PMK(2)

W2M1A4	0635 01	W2M1A5	VET RP AM	F6	01R30	MC	1	1	1	JD	
W2M1A4	0635 02	W2M1A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M1A4	0635 03	W2M1A5	VET RP AM	F5	01R20		1	1	1		
W2M1A4	0635 04	W2M1A5	VET RP AM	F4	01R10		1	1	1		
W2M1A4	0635 05	W2M1A5	VET RP AM	F3	01R10		2	2	2	JD	
W2M1A4	0640 01	W2M1A5	VET RP AM	F3	01R10	VC	1	1	1	JD	
W2M1A4	0640 02	W2M1A5	VET RP AM	F3	01R10		1	1	1		
W2M1A4	0640 03	W2M1A5	VET RP AM	F3	01R10		1	1	1		
W2M1A4	0640 04	W2M1A5	VET RP AM	F3	01R10		1	1	1		
W2M1A4	0650 01	W2M1A5	VET RP AM	F5	01R20		1	0	0	JD	

FT. Mc. Cullen

17 RECORDS SELECTED FOR UIC W2M1A4

STR-PU-REQ 20

STR-PU-AUTH 10

W2M0A4	0610 01	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1	XA	
W2M0A4	0610 02	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0610 03	W2M0A5	VET RP AM	F5	00330	MC	1	1	1		
W2M0A4	0620 01	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0620 02	W2M0A5	VET RP AM	F5	01R20		1	1	1		
W2M0A4	0620 03	W2M0A5	VET RP AM	F4	01R10		1	1	1		
W2M0A4	0620 04	W2M0A5	VET RP AM	F3	01R10		2	2	2		
W2M0A4	0630 01	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0630 02	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 01	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 02	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 03	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 04	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 05	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 06	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 07	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 08	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 09	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 10	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 11	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 12	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 13	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 14	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 15	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 16	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 17	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 18	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 19	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		
W2M0A4	0640 20	W2M0A5	VET RP AM	F6	01R30	MC	1	1	1		



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AS OF DATE 05/10/01

PCN ANV-006  
PREFACE TO THE 1987-1988 YEARBOOK

DATE OF THE EXTRACT  
 NUMBER OF THE EXTRACT  
 NAME OF THE EXTRACT

1999: 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918

[illegible]

NAME	GRADE	DATE	TIME	LOCATION	REMARKS	STATUS
W2MSAA	W2MSAA	04	04	04	04	04
W2MSAA	W2MSAA	05	05	05	05	05
W2MSAA	W2MSAA	06	06	06	06	06
W2MSAA	W2MSAA	07	07	07	07	07
W2MSAA	W2MSAA	08	08	08	08	08
W2MSAA	W2MSAA	09	09	09	09	09
W2MSAA	W2MSAA	10	10	10	10	10
W2MSAA	W2MSAA	11	11	11	11	11
W2MSAA	W2MSAA	12	12	12	12	12
W2MSAA	W2MSAA	13	13	13	13	13
W2MSAA	W2MSAA	14	14	14	14	14
W2MSAA	W2MSAA	15	15	15	15	15
W2MSAA	W2MSAA	16	16	16	16	16
W2MSAA	W2MSAA	17	17	17	17	17
W2MSAA	W2MSAA	18	18	18	18	18
W2MSAA	W2MSAA	19	19	19	19	19
W2MSAA	W2MSAA	20	20	20	20	20
W2MSAA	W2MSAA	21	21	21	21	21
W2MSAA	W2MSAA	22	22	22	22	22
W2MSAA	W2MSAA	23	23	23	23	23
W2MSAA	W2MSAA	24	24	24	24	24
W2MSAA	W2MSAA	25	25	25	25	25
W2MSAA	W2MSAA	26	26	26	26	26
W2MSAA	W2MSAA	27	27	27	27	27
W2MSAA	W2MSAA	28	28	28	28	28
W2MSAA	W2MSAA	29	29	29	29	29
W2MSAA	W2MSAA	30	30	30	30	30
W2MSAA	W2MSAA	31	31	31	31	31
W2MSAA	W2MSAA	32	32	32	32	32
W2MSAA	W2MSAA	33	33	33	33	33
W2MSAA	W2MSAA	34	34	34	34	34
W2MSAA	W2MSAA	35	35	35	35	35
W2MSAA	W2MSAA	36	36	36	36	36
W2MSAA	W2MSAA	37	37	37	37	37
W2MSAA	W2MSAA	38	38	38	38	38
W2MSAA	W2MSAA	39	39	39	39	39
W2MSAA	W2MSAA	40	40	40	40	40
W2MSAA	W2MSAA	41	41	41	41	41
W2MSAA	W2MSAA	42	42	42	42	42
W2MSAA	W2MSAA	43	43	43	43	43
W2MSAA	W2MSAA	44	44	44	44	44
W2MSAA	W2MSAA	45	45	45	45	45
W2MSAA	W2MSAA	46	46	46	46	46
W2MSAA	W2MSAA	47	47	47	47	47
W2MSAA	W2MSAA	48	48	48	48	48
W2MSAA	W2MSAA	49	49	49	49	49
W2MSAA	W2MSAA	50	50	50	50	50
W2MSAA	W2MSAA	51	51	51	51	51
W2MSAA	W2MSAA	52	52	52	52	52
W2MSAA	W2MSAA	53	53	53	53	53
W2MSAA	W2MSAA	54	54	54	54	54
W2MSAA	W2MSAA	55	55	55	55	55
W2MSAA	W2MSAA	56	56	56	56	56
W2MSAA	W2MSAA	57	57	57	57	57
W2MSAA	W2MSAA	58	58	58	58	58
W2MSAA	W2MSAA	59	59	59	59	59
W2MSAA	W2MSAA	60	60	60	60	60
W2MSAA	W2MSAA	61	61	61	61	61
W2MSAA	W2MSAA	62	62	62	62	62
W2MSAA	W2MSAA	63	63	63	63	63

[illegible]

W2M5AA	861M 01	UEP	VFT 5,VI	UVS	UVS	VC	1	KA
W2M5AA	861M 02	UEP	VFT 5,VI	VFT N7,5	17	41160	1	1
W2M5AA	861M 03	UEP	VFT 5,VI	SLCV	35	33414	1	1
W2M5AA	862M 01	VFT 06	UEP 5	UEP 5,VI	901	35130	1	1
W2M5AA	862L 02	VFT 06	UEP 5,VI	UEP 5,VI	17	31260	1	1
W2M5AA	862C 03	VFT 06	UEP 5,VI	UEP 5,VI	15	31260	2	2
W2M5AA	862T 04	VFT 06	UEP 5,VI	UEP 5,VI	66	31310	3	3

PREPARED ON 05/12/77 0500 HOURS  
PCN ANV-005  
AS OF DATE 051001

DATA RETRIEVAL EXTRACT  
INCLUSIVELY FOR AND EXECUTION LISTING  
PORTION 1, ALL VETS FROM 1901-01-01, PROGRAM PLANS

UIC	PARA	TIME	DATA-TITLE	DATA-TITLE	GRADE	405C	FRANCH	STR-PU	STR-PU	PERS	PERS
000	000	000	000	000	000	000	000	000	000	000	000
M2M5AA	062005		VET 00 0000	0000 1050 SP	E3	01010		4			
M2M5AA	063101		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063102		VET 00 0000	0000 1050 SP	E3	01010		2			
M2M5AA	063103		VET 00 0000	0000 1050 SP	E3	01010		1			
M2M5AA	063104		VET 00 0000	0000 1050 SP	E3	01010		2			
M2M5AA	063105		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063106		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063107		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063108		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063109		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063110		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063111		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063112		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063113		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063114		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063115		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063116		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063117		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063118		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063119		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063120		VET 00 0000	0000 1050 SP	E3	01010	VC	1			

26 RECORDS SELECTED FOR THE 05/12/77 0500 HOURS  
STR-PU-AUTH 27  
27

M2M5AA	063121		VET 00 0000	0000 1050 SP	E3	01010		1			
M2M5AA	063122		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063123		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063124		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063125		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063126		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063127		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063128		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063129		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063130		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063131		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063132		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063133		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063134		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063135		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063136		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063137		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063138		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063139		VET 00 0000	0000 1050 SP	E3	01010	VC	1			
M2M5AA	063140		VET 00 0000	0000 1050 SP	E3	01010	VC	1			





PREPARED FOR 041127 2200 HOURS  
PCN ANV-205  
PAGE 33  
AS OF DATE 051001

DATA RETENTION EXPIRY  
INDEFINITE AND EXECUTION LISTING  
INDEFINITE, ALL VETS FROM DISBURTDA, PROGRAM 010000

UIC	PAPA	PAPA-TITLE	GRADE	ADSC	BRANCH	SIR-PU REQ	STR-PU AUTH	PERS- RMK(11)	PERS- RMK(12)
W2P0AA	062005A	FUND INSP	F3	91R11		1	0	7E	
W2P0AA	063001	ANIMAL MED SP	04	64A00	VC	1	0		
W2P0AA	063002	ANIMAL MED SP	E4	91T10		1	1		
W2P0AA	063003	ANIMAL MED SP	E3	91T10		1	0		
W2P0AA	063004	ANIMAL MED SP	05	00704	GS	2	2		
W2P0AA	064001	ANIMAL MED SP	E4	91T10	MC	1	0	VB	

16 RECORDS SELECTED FOR UIC 02P00A  
FT. Riley (32)

SIR-PU-REQ 17  
STR-PU-AUTH 12

UIC	PAPA	PAPA-TITLE	GRADE	ADSC	BRANCH	SIR-PU REQ	STR-PU AUTH	PERS- RMK(11)	PERS- RMK(12)
W2P1AA	061M01	DEP VET SVCS	04	54000	VC	1	1	XA	XP
W2P1AA	061M02	DEP VET SVCS	E7	91441	MC	1	1		
W2P1AA	061M03	DEP VET SVCS	05	00319	GS	1	1		
W2P1AA	062M01	DEP VET SVCS	04	051A0		1	1		
W2P1AA	062M02	DEP VET SVCS	E6	91P30	MC	1	0		
W2P1AA	062C03	DEP VET SVCS	E5	91R20		2	2		
W2P1AA	062T04	DEP VET SVCS	E4	91R10		2	2		
W2P1AA	062C05	DEP VET SVCS	E3	91R10		3	3		
W2P1AA	063M01	DEP VET SVCS	03	64A00	VC	1	1		
W2P1AA	063M02	DEP VET SVCS	E5	91T20		2	1		
W2P1AA	063M03	DEP VET SVCS	E4	91T10		1	1		
W2P1AA	063M04	DEP VET SVCS	E3	91T10		2	1		
W2P1AA	064M01	DEP VET SVCS	04	64A00	VC	1	0	UB	
W2P1AA	064M02	DEP VET SVCS	E5	91T20		1	1	VB	
W2P1AA	064M03	DEP VET SVCS	E4	91T10		1	1	VB	
W2P1AA	064M04	DEP VET SVCS	E3	91T10		1	0	VB	

16 RECORDS SELECTED FOR UIC 02P1AA  
FT. Carson (33)

SIR-PU-REQ 17  
STR-PU-AUTH 17

UIC	PAPA	PAPA-TITLE	GRADE	ADSC	BRANCH	SIR-PU REQ	STR-PU AUTH	PERS- RMK(11)	PERS- RMK(12)
W2P4AA	061M01	DEP VET SVCS	05	54000	VC	1	1	ZA	
W2P4AA	061M02	DEP VET SVCS	E7	91R40	MC	1	1		
W2P4AA	061M03	DEP VET SVCS	05	00313	GS	1	1		
W2P4AA	062M01	DEP VET SVCS	04	64A00	VC	1	1		
W2P4AA	062M02	DEP VET SVCS	E6	91R20		1	0		
W2P4AA	062M03	DEP VET SVCS	E4	91T10		1	1		
W2P4AA	062M04	DEP VET SVCS	E3	91T10		1	1		

PREPARED ON 10/12/72 2204 0000

PCN ANV-005

PAGE 24

AS OF DATE 05/10/71

DATA FOR REMOVAL REPORT  
 PREPARED BY: ALL VETS FOR USOLAG TOVA, PROGRAM PL00000

UIC	DATA	DATA-TITLE	DATA-TITLE	GRADE	WISC	OR MICH	STR-PU	STR-PU	PER5	PER5	PER5
000	0000	00000000	00000000	0000	0000	00000	00000	00000	00000	00000	00000

W2P4AA	W2P4A01	W2P4A14	DEPT VET	01	64000	VC	1	1	VB		
W2P4AA	W2P4A02	W2P4A14	DEPT VET	02	64000	VC	1	1	VB		
W2P4AA	W2P4A03	W2P4A14	DEPT VET	03	64000	VC	1	1	VB		
W2P4AA	W2P4A04	W2P4A14	DEPT VET	04	64000	VC	1	1	VB		
W2P4AA	W2P4A05	W2P4A14	DEPT VET	05	64000	VC	1	1	VB		
W2P4AA	W2P4A06	W2P4A14	DEPT VET	06	64000	VC	1	1	VB		
W2P4AA	W2P4A07	W2P4A14	DEPT VET	07	64000	VC	1	1	VB		
W2P4AA	W2P4A08	W2P4A14	DEPT VET	08	64000	VC	1	1	VB		
W2P4AA	W2P4A09	W2P4A14	DEPT VET	09	64000	VC	1	1	VB		
W2P4AA	W2P4A10	W2P4A14	DEPT VET	10	64000	VC	1	1	VB		
W2P4AA	W2P4A11	W2P4A14	DEPT VET	11	64000	VC	1	1	VB		
W2P4AA	W2P4A12	W2P4A14	DEPT VET	12	64000	VC	1	1	VB		
W2P4AA	W2P4A13	W2P4A14	DEPT VET	13	64000	VC	1	1	VB		
W2P4AA	W2P4A14	W2P4A14	DEPT VET	14	64000	VC	1	1	VB		
W2P4AA	W2P4A15	W2P4A14	DEPT VET	15	64000	VC	1	1	VB		
W2P4AA	W2P4A16	W2P4A14	DEPT VET	16	64000	VC	1	1	VB		
W2P4AA	W2P4A17	W2P4A14	DEPT VET	17	64000	VC	1	1	VB		
W2P4AA	W2P4A18	W2P4A14	DEPT VET	18	64000	VC	1	1	VB		
W2P4AA	W2P4A19	W2P4A14	DEPT VET	19	64000	VC	1	1	VB		
W2P4AA	W2P4A20	W2P4A14	DEPT VET	20	64000	VC	1	1	VB		
W2P4AA	W2P4A21	W2P4A14	DEPT VET	21	64000	VC	1	1	VB		
W2P4AA	W2P4A22	W2P4A14	DEPT VET	22	64000	VC	1	1	VB		
W2P4AA	W2P4A23	W2P4A14	DEPT VET	23	64000	VC	1	1	VB		
W2P4AA	W2P4A24	W2P4A14	DEPT VET	24	64000	VC	1	1	VB		
W2P4AA	W2P4A25	W2P4A14	DEPT VET	25	64000	VC	1	1	VB		
W2P4AA	W2P4A26	W2P4A14	DEPT VET	26	64000	VC	1	1	VB		
W2P4AA	W2P4A27	W2P4A14	DEPT VET	27	64000	VC	1	1	VB		
W2P4AA	W2P4A28	W2P4A14	DEPT VET	28	64000	VC	1	1	VB		
W2P4AA	W2P4A29	W2P4A14	DEPT VET	29	64000	VC	1	1	VB		
W2P4AA	W2P4A30	W2P4A14	DEPT VET	30	64000	VC	1	1	VB		
W2P4AA	W2P4A31	W2P4A14	DEPT VET	31	64000	VC	1	1	VB		
W2P4AA	W2P4A32	W2P4A14	DEPT VET	32	64000	VC	1	1	VB		
W2P4AA	W2P4A33	W2P4A14	DEPT VET	33	64000	VC	1	1	VB		
W2P4AA	W2P4A34	W2P4A14	DEPT VET	34	64000	VC	1	1	VB		
W2P4AA	W2P4A35	W2P4A14	DEPT VET	35	64000	VC	1	1	VB		
W2P4AA	W2P4A36	W2P4A14	DEPT VET	36	64000	VC	1	1	VB		
W2P4AA	W2P4A37	W2P4A14	DEPT VET	37	64000	VC	1	1	VB		
W2P4AA	W2P4A38	W2P4A14	DEPT VET	38	64000	VC	1	1	VB		
W2P4AA	W2P4A39	W2P4A14	DEPT VET	39	64000	VC	1	1	VB		
W2P4AA	W2P4A40	W2P4A14	DEPT VET	40	64000	VC	1	1	VB		
W2P4AA	W2P4A41	W2P4A14	DEPT VET	41	64000	VC	1	1	VB		
W2P4AA	W2P4A42	W2P4A14	DEPT VET	42	64000	VC	1	1	VB		
W2P4AA	W2P4A43	W2P4A14	DEPT VET	43	64000	VC	1	1	VB		
W2P4AA	W2P4A44	W2P4A14	DEPT VET	44	64000	VC	1	1	VB		
W2P4AA	W2P4A45	W2P4A14	DEPT VET	45	64000	VC	1	1	VB		
W2P4AA	W2P4A46	W2P4A14	DEPT VET	46	64000	VC	1	1	VB		
W2P4AA	W2P4A47	W2P4A14	DEPT VET	47	64000	VC	1	1	VB		
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W2P4AA	W2P4A68	W2P4A14	DEPT VET	68	64000	VC	1	1	VB		
W2P4AA	W2P4A69	W2P4A14	DEPT VET	69	64000	VC	1	1	VB		
W2P4AA	W2P4A70	W2P4A14	DEPT VET	70	64000	VC	1	1	VB		
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W2P4AA	W2P4A83	W2P4A14	DEPT VET	83	64000	VC	1	1	VB		
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W2P4AA	W2P4A85	W2P4A14	DEPT VET	85	64000	VC	1	1	VB		
W2P4AA	W2P4A86	W2P4A14	DEPT VET	86	64000	VC	1	1	VB		
W2P4AA	W2P4A87	W2P4A14	DEPT VET	87	64000	VC	1	1	VB		
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W2Q4AA	W2Q4A04	W2Q4A14	DEPT VET	04	64000	VC	1	1	VB		
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## **APPENDIX K**

CHAPTER 3  
VETERINARY SERVICE MANPOWER MANAGEMENT METHODOLOGIES

3-1. PURPOSE.

This chapter will establish standardized policies and procedures that will enhance manpower management methodologies, while integrating the various program elements into a single cohesive system. These elements have been designed to allow the Deputy Commanders for Veterinary Services (DCVS) to utilize the integrated system for monitoring productivity and performance by subordinate personnel or work stations.

3-2. REFERENCES.

- a. DOD 6010.11M prescribed a requirement for establishing uniform staffing methodologies (USM) that utilized a manhour-to-function relationship for workload measurements.
- b. AR 570-5 and AR 5-4 utilize manhour-to-function-to-cost systems for determining staffing needs and performance measures; respectively, these documents prescribe and implement the APORS (Army Performance Oriented Reviews) and MS3 (Manpower Staffing Standard System) requirements for any future Force Development Programs.
- c. Appendix A, this Regulation, provides standardized definitions and reporting formats.

3-3. RESPONSIBILITIES.

- a. Headquarters, Health Services Command (ATTN: HSVS), will be the action office for insuring that the integrated program elements are not altered without analysis of the impact(s) on the total system.
- b. Regional Veterinary Consultants (HSC Reg 40-21) will provide insight and assistance to all Deputy Commanders for Veterinary Services (DCVS) within their respective Regions concerning the integrated manpower management systems.
- c. Each DCVS will be responsible for developing a Veterinary Service SOP to implement those portions considered important for evaluating productivity and performance at the MEDDAC/MEDCEN level.
- d. Branch officers in charge (OICs) and noncommissioned officers in charge (NCOICs) will insure that the programs are implemented and maintained by subordinates as required by DCVS SOP and supporting references.

e. Section NCOICs will insure that personnel understand the reasons for the respective SOP requirements, that they learn the techniques required for successful completion, and that each person takes a daily responsibility in accurately maintaining the program.

f. The individual members of the Veterinary Service will insure that their documentation of output or process factors is done accurately and in a timely manner (daily).

### 3-4. POLICIES.

a. One primary organizational goal for effective manpower management is aimed at having both the leadership and subordinates working toward similar goals and objectives, while maintaining a common set of values. This is facilitated by the DCVS insuring the concept of communication is maintained as the getting AND giving of information.

b. People must be utilized to the best of their ability; the job and person should be compatible. The effective manager will replace red tape with responsibilities whenever possible.

c. Integrity and ethics are critical in this first line operator reporting system; the subordinates must be able to depend on the support of their supervisor, and the supervisor must be able to depend on the effective performance of their subordinates and supervisors. Justice and equity should be maintained in all operations; politics and gamesmanship must be discouraged at all levels of operation.

d. Personnel must be held accountable for their actions, and must be willing to take the rewards or consequences with equal honesty; as blame is usually shared, so must success be shared with those that contributed to the achievement.

e. Enthusiasm, dedication, and teamwork are key factors in achieving optimal productivity; unit pride, organizational loyalty, and interpersonal trust must be built by management personnel that exhibit high vitality, a genuine sense of commitment, and a determination to perform.

f. Figure 3-1 shows the integration of the manpower management elements: inputs, processes, intermediate outputs, integration systems, final outputs, and outcomes. Each element is important in itself, and the accuracy of reporting is critical to an effective system. Since only demand factor inputs determine staffing requirements, accurate reporting of processes and outputs cannot adversely affect the unit strength; inaccurate reporting will be discovered when deviations from the standards for similar units are identified by computer analysis.

### 3-5. INSTRUCTIONS.

- a. The method of recording daily operations may be modified by local DCVS SOP, within the limits of the tasking documents, but the frequency of daily posting is considered critical to accurate reporting. Local forms may be established, or existing forms adapted, to meet these requirements.
- b. Reporting of veterinary service manpower management data will be by computer generated floppy disk, concurrent and in the same language as the DA Form 2651 submissions. This reporting technique will remain in effect until the MEDDAC/MEDCEN UCAPERS (Uniform Charts of Account - Personnel) implement the 26 element Veterinary Service Reporting Codes System.
- c. Paper files to substantiate the computer input should be maintained by the Office of the DCVS, in accordance with the local MEDDAC/MEDCEN record handling procedures; paper files will not be forwarded to HQ, HSC (HSVS), unless specifically requested.
- d. Additions, deletions, or modifications to any definitions or codes cannot be unilaterally made by anyone other than HSVS, HQ, HSC. Recommendations are encouraged and requested to be sent in writing to HQ, HSC (ATTN: HSVS), Fort Sam Houston, TX 78234, to allow better monitoring and evaluation of performance and productivity factors.
- e. Participation in this program is voluntary unless tasked by higher authority (eg: MEDDAC/MEDCEN/HSC). Utilization of only a few portions of this integrated system is inappropriate; implementation of all components or nothing is required due to the interrelationships that are supported/substantiated by use of the integrated model.

# A VERTICALLY INTEGRATED MANPOWER MANAGEMENT MODEL FOR MILITARY VETERINARY SERVICES

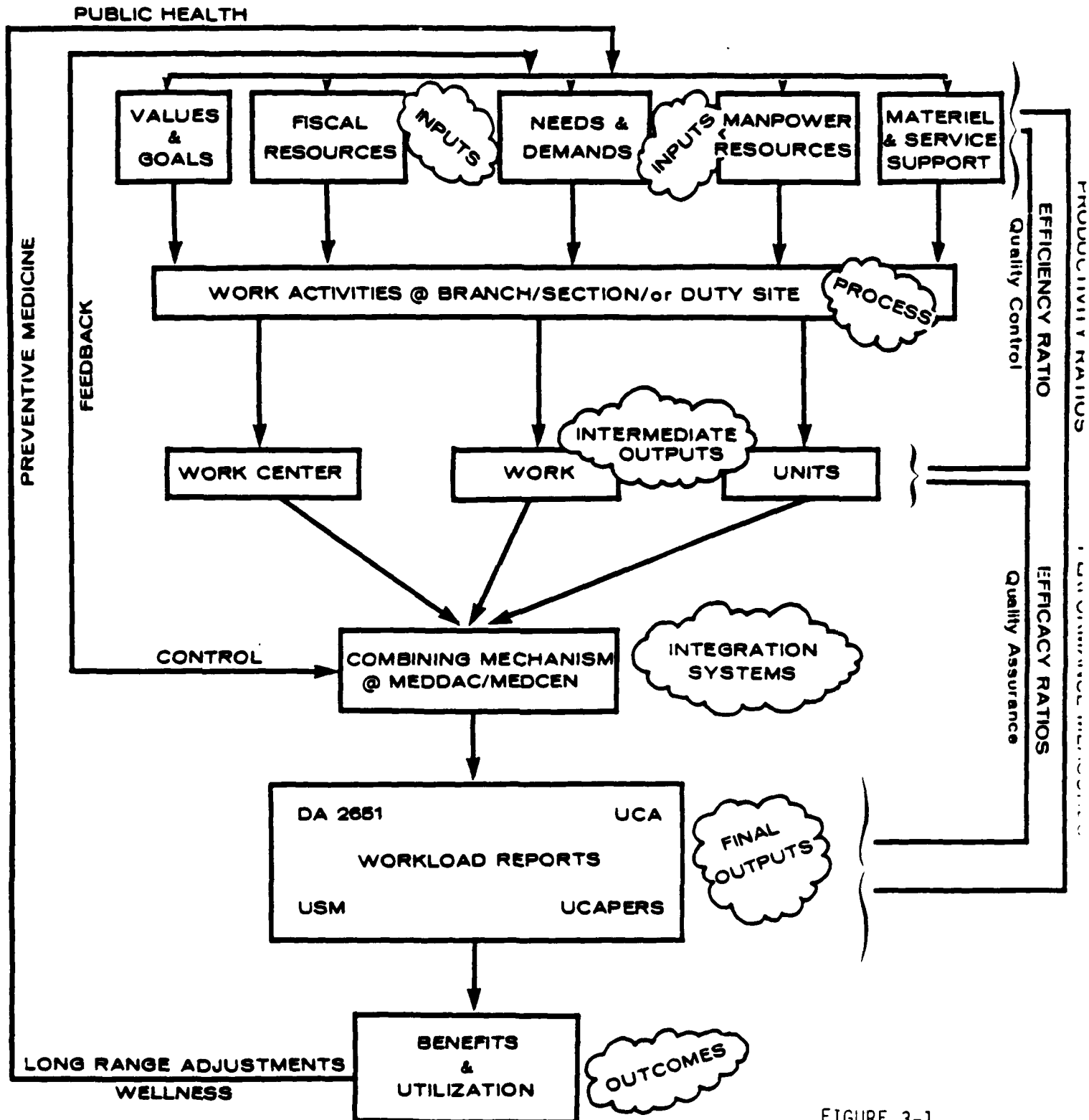


FIGURE 3-1

APPENDIX A  
STANDARDIZED REPORTING FORMATS & DEFINITIONS

I. GENERAL

A. Any accurate reporting program requires a standardized and uniform method of documenting the actions of interest. This is most always done by developing a local Standard Operating Procedure (SOP).

B. If the procedure needs to require another MEDDAC/MEDCEN element to cooperate or participate, it should be developed as a MEDDAC/MEDCEN Regulation.

C. If the procedure requires another installation element to cooperate or participate, it should be developed as an Installation Regulation/Instruction/Order.

D. MEDDAC/MEDCEN or Installation Pamphlets are used as the appropriate format for informing personnel not in the local Veterinary Service unit about actions that are recommended, but not mandated.

E. Policy Letters are written by the DCVS to establish the rules of the unit. They are not working desk references like the SOP, but rather the parameters of internal operational concern.

II. STANDARDIZED REPORTING FORMATS

A. Standard Operating Procedure(s) (SOP), recommended format:

1. REFERENCES. This first paragraph is essential, since a SOP is not supposed to restate anything already published. As such, only the references pertinent to the topic of the SOP need to be listed and should be restricted to those required and available for use by the SOP reader. The references should be listed by number, title, chapter if applicable, and date of publishing or most recent change.

2. PURPOSE. This paragraph tells the reader the exact use or reason for the SOP. An SOP is supposed to be a working desk reference, written for the user, by the user, or with the user; the purpose must be a short, concise, and clearly written statement, applicable to the user.

3. POLICY. This is the goal or objective that successful completion of all SOP requirements will accomplish; it is the reason why this SOP needs to be a working desk reference.

4. RESPONSIBILITIES. This paragraph tells each supervisor exactly what his subordinate and his superiors will need to do to insure compliance with the SOP. It will also tell subordinates who must be informed of variances to

procedures, and how to report any unusual situations. Since the SOP is a working desk reference, only those responsibilities internal to the Veterinary Service organization need to be addressed.

5. INSTRUCTIONS. This paragraph should integrate the previously existing references (only by referral to a specific paragraph/chapter) with local requirements not in other references. It may include instructions on completing local MEDDAC/MEDCEN Forms, descriptions of duty hours or duty sites, local communication/liaison requirements, or many other factors that are unique to the Veterinary Service, MEDDAC/MEDCEN, installation, duty site, etc.

6. ATTACHMENTS. Often, a single picture is worth a thousand words, so a "sample form" (so annotated) is often included as an inclosure. The items being attached as Appendices, Inclosures, Figures, Diagrams, or whatever must be relevant, and not available in another published reference; if they are available, the reference(s) should be issued to the duty site as a part of the working library.

7. Each SOP should be numbered, and an index maintained, for easy reference. Updates of SOPs must be documented on an annual basis, and should show input from the users if they really are working desk references. Pen and ink changes during the year are a good indicator of user concern toward an SOP as a working desk reference; these changes should be telephonically transmitted up the chain of command so all appropriate SOPs can be amended to read the same.

B. Regulations, Pamphlets, Instructions, Orders, or other formal communications, see AR 340-15, or in the case of installation publications/directives, the appropriate Air Force, Defense Logistics Agency, Coast Guard, Navy, or Marine Corps reference.

C. DCVS Policy Letters can be done on Disposition Forms (DF) or bond paper like an SOP. They are generally much more concise than an SOP, and there are very few implementing instructions. They should be indexed and referenced for easy review; like SOPs, they need annual review and republishing, since a letter is only valid for 12 months.

### III. STANDARDIZED DEFINITIONS

The definitions contained herein have been designed to integrate the various references utilized in veterinary service support mission performance, under the DoD consolidation requirements and the associated Executive Agent responsibilities, with the new terminologies emerging and other manpower management parameters. With these factors in mind, the specific definitions included have integrated the Uniform Charts of Accounts, Uniform Staffing Methodologies, Staffing Guide Yardsticks, and related management guides into the comprehensive definitions provided below. It must be kept in mind, that while these definitions approximate the standard U.S. Army definitions, modifications have been made based on the emerging programs, which means some inclusions have yet to be addressed by MEDDAC/MEDCEN/HSC agencies; reporting within the veterinary technical channels utilizing these definitions require no explanation, but reporting through MEDDAC/MEDCEN channels may require detailed explanations.

#### A. GENERAL TERMINOLOGY

1. Productive Time      Those activities and time spent performing work useful and essential to the military mission. Productive time is further delineated as either direct or indirect time.
2. Direct Time      Those activities, actions, and work that can be identified and assessed against a particular veterinary service mission, workload output factor (unit), or group of factors or products.
3. Indirect Time      Those actions/activities or tasks which cannot be specifically identified with or assessed against a particular workload output or group of outputs; the actions generally contribute to the outcomes or expectations of the military mission.
  - a. Loaned Labor      Manhours a worker spends working at a workcenter outside the veterinary duty site (but is still available on-call in the case of an emergency).
  - b. Education      1) Officially released from the duty site to attend on-installation training, to include SQT or other testing, for career enhancement or maintenance purposes (but still available for recall in an emergency situation).



2) Includes training of a military unique nature, such as CBR, Geneva Convention, drug/alcohol training, UCMJ, marksmanship, physical readiness training/testing, or service schools like NCO Academies (service member is still available for recall).

c. On-call

When an off-duty individual must remain in a pre-arranged location so telephone contact is possible; on-call status is terminated upon arrival at the work site or assembly point.

d. Organ. Duties

Officially released from veterinary service duties for either duty or compensatory time associated with the military requirements for Charge of Quarters, Administrative NCO Duties, Parades, Guard Mount, Retreats, Sponsor Duties, details, or similar administrative support duties (available for recall if actual emergency arises).

4. Non-available Time

Only those manhours not useable by the military because the individual is participating in other activities that are directed, recognized, or sanctioned by the military; these activities render the individual unavailable for military duties or recall to military duties.

5. Demand Factors

Inputs or needs that should be utilized or met in mission performance.

a. AD Population

Those Active Duty (A.D.) personnel that we serve and deploy with in times of mobilization; maintain readiness.

b. Dep. Population

The dependent is the health care user most likely to be seen in a community health program; problems here affect mental readiness of service member.

c. Retired  
Population

A user group that demands service, often beyond the space available concept; support of this group provides training needed for readiness and mobilization, not to mention a Congressionally guaranteed benefit.

- d. On-Install Qtrs      The family quarters on an installation shows the potential number of family units with companion animals, on the federal property, without state or local health support; the national average of 38 dogs and 21 cats per 100 population appears exceeded in military communities.
- e. Commissary Dollars      Dollar value of commissary sales, in millions, compared to the population groups, indicates "shopping" pressures on a specific installation; if the commissary sales are divided by the Active Duty plus dependent populations, the resulting figure will indicate the relative shopping pressure by the retired population.
- f. Public Animals      MWD (military working dogs) and OTHER (equine & misc) does not include the privately-owned companion animals, but does indicate the patient load that will require full time, full service support; veterinary health care is mandated by DoD directives.
- g. Bite Cases      The number of bite/scratch incident reports in a six month period is variable that is dependent upon the reporting procedures of the Medical Treatment Facility (MTF); the figure indicates the potential "free roaming" animal population.
- h. Formula      Retired population and Commissary sales do not effect the formula; these two figures are provided only as "indicators":

A/D POPULATION x 1000.....=-----  
 DEP POP - (# QTRS x 3) x500.=-----  
 # QTRS ON INSTALL x 50.....=-----  
 PUBLIC ANIMALS (MWD) x 1.....=-----  
 PUBLIC ANIMALS (OTHER) x 3...=-----  
 BITE CASES/6 MO x 10.....=-----

INSTALLATION TOTAL (FORMULA) =-----

B. DIRECT TIME CATEGORIES:

1. Inspection (As defined in AR 40-657)
  - a. CL 1 & 2 Includes the time spent traveling to the inspection site ( if from another duty site), preparation/calibration of equipment time, inspection time, and report preparation/distribution time.
  - b. CL 3 Includes all activities at origin site, unless categorized as another class of inspection, as a management function, or as an administration duty.
  - c. CL 4 All actions occurring that are associated with the inspection of subsistence upon delivery at purchase and/or at delivery points, to include contractual reviews, COR liaison, sanitation, wholesomeness, and quality assurance; time spent in the preparation (to include travel from another duty site), inspection, or reporting/documentation of actions will be included.
  - d. CL 5 All actions occurring associated with the receipt of government-owned subsistence, to include count, condition, quality assurance actions, accountable officer coordination, and suitability for use determinations; time spent in the preparation (to include travel from another duty site), inspection, or the reporting/documentation of actions will be included.
  - e. CL 6 All actions involving the evaluation of subsistence prior to shipment from one government site to another, to include vehicle sanitation, soundness/suitability determinations, and document

review: time spent in the preparation (to include travel to or from another duty site), the inspections, or the documentation/liaison associated with report preparation and distribution will be included.

f. CL 7

All actions associated with the issue or sale of government owned subsistence, to include vehicle sanitation, manifest review, daily walk-throughs, suitability determinations, and coordination efforts; time spent in the preparation (to include travel to and from another duty site), evaluations, or reporting/adding/recording/documenting efforts will be included.

g. CL 8

All actions associated with the efforts to inspect subsistence upon delivery at purchase by nonappropriated fund activities, to include COR coordination, training, and liaison, as well as vehicle inspection, contract review, and all inspection efforts; time spent in the preparation (travel included), inspection, or documentation/reporting is included.

h. CL 9

All actions conducted to allow inspection of subsistence that is in storage, to insure prevention of early deterioration, to evaluate suitability/shelf-life, to detect temperature/humidity/environmental problems or improper warehouse practices that could damage the shelf-life, or to insure proper intra-agency movement of owned subsistence; time includes any type of preparation (to include travel to/from another duty site), active coordination/coordination/liaison/inspection actions, and all report/documentation preparation and distribution type activities.

i. QA/SA/ALFOODACT

Quality Audit Special Audit/ALFOODACT include all those subsistence actions directed/requested by another or higher headquarters, either by line item or lot, to identify any type of quality assurance consideration, these include FDA or USDA notices, ALFOODACTS, TSA

Subsistence Item Survey (SIS) requests, or DLA/DPSC Audits; time spent in the preparation (including travel to/from another duty site), review of requirements, liaison/coordination, the audit/inspection, and all after actions to document and report the evaluation will be included.

j. Salvage

All actions associated with the inspection for proper disposition of Commissary-owned subsistence that has been insulted or has questionable primary packaging; time includes preparation (to include travel to/from another duty site), inspection/evaluation, sorting by disposition, liaison with the Commissary personnel, and report preparation or distribution.

k. Sanitaries

1) On-installation - all actions associated with the inspection of federal/military food facilities on any type government installation; time spent includes review of past reports, standard review preinspection, travel to and from the facility, all on-site actions, any liaison/training/coordination with the facility manager, and all report preparation/summary/distribution actions.

2) Off-installation - all actions associated with the inspection of nonfederal food facilities, regardless of location, to include travel to/from the facility and liaison with other military headquarters or procurement offices in reference to the inspection; time spent in preparation, inspection, and after action reporting/documenting will be included.

3) Animal - all actions associated with the evaluation of federally-owned or controlled animal facilities, to include training the management in husbandry, maintenance, or animal health care; time spent includes preparation (travel included), on-site activities, and reporting/documentation/distribution/ liaison actions.

4) Vehicle - report under the appropriate Class of inspection (see above).

- l. Origin Dairy      All actions associated with the establishment and maintenance of any/all the quality history records for specific dairy product producers, to include origin sampling, sample preparation and shipment, and coordination with other agencies concerning the dairy sources.
- m. Salad Program      Salad Inspection Program activities be reported for any time accounting reports by utilizing the same requirements and parameters as the origin dairy program.
- n. Laboratory      1) Report under the appropriate Class of Inspection for all subsistence samples; time includes preparation of containers and samples drawing samples, delivering samples, for further shipping, and all actions associated with tracking/reports/or after action coordination
- 2) For animal associated samples, report under Ancillary Support Services (2.b.5)) for companion animals, or public animal category (2.c.), as described below.
- o. Maintenance      1) All actions associated with the first eschelon inspection, maintenance and care of equipment/tools utilized in/for the inspection of subsistence will be reported under the inspection category that the device is most often used to support.
- 2) administrative function that will be reported under the appropriate indirect time category.
- p. Travel      1) Travel from quarters to the routine duty site is not accountable and cannot be considered duty hours; it is considered

nonproductive time.

2) Travel to/from one duty site to another is productive time and will be accounted for under the workload category that caused the initial travel.

3) Temporary Duty Travel (TDY) for mission performance is productive time and will be accounted for under the direct time category of workload that best describes the reason for the TDY.

4) Temporary Duty Travel (TDY) for any training purpose is productive time, but it is indirect time and will be reported under the appropriate category.

## 2. Veterinary Health Care

(as defined in AR 40-905)

### a. Human

Those activities where support of any interdisciplinary human health care team is supported by veterinary staff, this includes zoonotic disease surveillance, rabies/bite report activities, animal facilitated therapy programs, hospital consultant support, and related supporting activities; time spent includes literature reviews for specific cases, consultant coordination with the appropriate civilian counterparts, patient contact/team contact activities, and all associated reporting/documentation actions.

### b. Companion Animal

1) Outpatient - those activities associated with patient health care in the Animal Disease Prevention & Control (ADPAC) Facility only during scheduled appointment hours, including testing, immunizations, drawing laboratory samples, examinations, diagnostics, and client/patient communications on health care matters.

2) Inpatient - those activities that are conducted after the patient has been admitted to the ADPAC facility, including surgery or other patient support actions performed by or under the supervision of the veterinarian.

3) Admission & Disposition (A&D) - ADPAC activities and preparations associated with the scheduling of patients for inpatient or outpatient services, animal registration for the installation, preparing health/rabies certificates, receiving/interviewing clients by support staff, collection of monies, release of patients to clients, or the documentation of these activities.

4) Emergencies - patients seen without appointments, includes veterinarian phone/visit consultations with clients (in or out of the ADPAC facility), and any animal abuse or neglect investigation actions.

5) Ancillary Support Services - all laboratory procedures (including the equipment/supplies maintenance and care), X-ray, ECG, EKG, EEG, and other testing procedures for outpatients.

c. Public Animal

1) Military working dog support - all activities involved with the health care delivery to government canines, except for activities associated with sanitary inspections of the animal facilities.

2) Other government animals - all activities associated with the health care delivery to government animals other than canines, except for activities associated with sanitary inspections of the animal facilities/environments.

3) Impoundment - all activities and functions associated with the inprocessing, maintenance, and disposition of stray/feral/wild animals,



including the coordination with and training of animal apprehension personnel for the installation authority.

4) Preventive Veterinary Medicine - those health care surveillance activities that are associated with determining the threats or potential environmental dangers to the soldier; this includes monitoring of sentinels (wildlife or companion animals), disease survey, infection disease/infestation trend analysis, fecal surveys in common use areas of the installation, parasite surveillance activities, or other environmental evaluation activities.

- d. Quarantine All activities associated with the preparation, in-processing, maintenance, surveillance, and discharge of an animal from confinement for medical, forensic, or legal reasons (public or companion); these activities require a veterinarian to provide the required coordination/direction/control for the program.
- e. Disposal All activities involved with the euthanization and disposal of the animal (companion or public animal); this includes incineration as well as storage and transport of the remains during appropriate disposal actions.
- f. Assistance Includes all activities (not covered by another category) that are associated with receiving inquiries (in person or by phone), routing callers, researching/providing directions/assistance, taking messages, and conducting business by telephone
- g. NAFI Only those activities directly associated with accounting and fiscal management of the nonappropriated fund instrumentality; this would not include conducting any inventories, ordering supplies/equipment, conducting health care activities, doing personnel management activities, or doing anything that would also

be required if the NAFI was dissolved and the monies were collected for the appropriated fund.

h. Kennel/Stable

1) For in-house facilities, time spent in maintenance and support will be reported as inpatient, quarantine or impoundment, as appropriate.

2) For facilities operated by outside agencies, time spent will be reported under the most appropriate sanitary inspection category.

3. Veterinary Administration (as directed by AR 40-1 and DoD 6015.5)

a. Liaison

1) Those activities required to support any installation commander, tenant commander, or their staffs, within the area of operation, in matters requiring veterinary expertise; by definition, this falls under the job description for the installation veterinary staff officer.

2) Those activities in support of the MEDDAC/MEDCEN/Medical Authority in health care delivery, including committee attendance as member or consultant, assisting in problem identification and solution, and related interdisciplinary actions supporting the installation or medical community, regardless of the Service being supported.

3) Those activities and actions that are required or suggested to be conducted with the respective contracting officers or receiving/accountable officers involved with the ordering, procurement, receipt, storage, or disposition of subsistence; this includes assisting in the development of improved contacting instruments if requested.

4) Those veterinary medical activities associated with the maintenance of effective working relations and programs with local civilian health agencies/counterparts and governments (foreign and domestic) to insure protection of the military community and the surrounding civilian communities; this includes the Wildlife Agencies, Humane Agencies, etc.

5) Those activities conducted to insure effective veterinary medical support by communications/cooperation with civilian veterinary medical resources to maintain consultive support as needed.

**b. Review**

1) All activities requiring veterinary expertise to review regulatory directives for content, policy and procedure; this applies to any Service, and both medical and installation directives.

2) All actions associated with the establishment, maintenance, amendment and modification of interservice support agreements (ISSA), required or indicated due to the DoD Executive Agent mission.

3) All activities associated with the development and maintenance of effective Memorandums of Understanding (MOU) that involve the veterinary medical service in the execution of the agreement.

4) All activities associated with the review of internal directives, such as Standard Operating Procedures, that are used in controlling or establishing the operational basis for daily mission performance.

**c. Import/Export**

This includes all activities, efforts, communications, and meetings associated with controlling, monitoring, or insuring the safe

movement of healthy animals across state or national boundaries.

d. Vet Pub Hlth

1) This includes all activities to monitor the incidence of zoonotic disease in or about the service members community or sphere of activity; this includes utilizing the wildlife, companion animals, and feral animals as sentinels of disease/infection.

2) All activities associated with the development, implementation, and evaluation of community information services to protect the health of the service member (and dependents); this includes lectures, personnel education classes, public relation activities, and other community awareness methods.

3) All veterinary activities and actions designed to determine the incidence of disease, or the trends of any disease, will be reported here.

e. Travel-TDY

1) All temporary duty travel to perform official mission duties not covered by another category will be included in this classification

2) All temporary duty travel conducted to insure adequate performance of mission essential duties will be included.

3) All temporary duty travel conducted to provide technical guidance/OJT of subordinates, peers, or self in mission essential duties will be included.

4) Non-TDY travel will be recorded as time spent under the category of activity that caused the travel to occur.

### C. INDIRECT TIME CATEGORIES

**1. Administers Personnel (as directed for Service Members)**

- |  |   |
|--|---|
| a. Indoctrinates                           | Conducts initial interview, makes Personnel original job assignment, and acquaints newly assigned personnel with the work center.   |
| b. Rates performance                       | <p>1) Prepare evaluation. Writes evaluation (Performance Report) by researching, evaluating, drafting, proofreading typed copies, marking boxes, and signing completed report (excludes counseling and typing); includes the preparation of enlisted evaluation, officer evaluations, and civilian evaluations.</p> <p>2) Indorses evaluation. Writes indorsement by researching, evaluating, drafting, proofreading typed copies, and signing completed report (excludes typing); includes the indorsement of enlisted evaluations, officer evaluations, and civilian evaluations.</p> |
| c. Nominates Personnel for Award           | Prepares recommendation by researching, evaluating, drafting, proofreading typed copies, and signing recommendations as required (excludes typing).   |
| d. Monitors Management Improvement Program | Assists subordinate in developing improvement suggestions and includes processing any suggestion received for evaluation.   |
| e. Counsels                                | Counsel or coach subordinate Personnel personnel on performance and progress in career development and suggests areas for improvement. Counsels and assists individual with morale, welfare, and disciplinary problems. Takes necessary corrective action required to maintain discipline.  |

f. Assist Personnel

1) All activities associated with personnel actions, finance and personal support services.

2) Activities as a clearing house for personnel to seek personal assistance for problem solving not related to mission performance.

2. OFFICE MANAGEMENT

(to maintain military requirements)

a. Reviews Incoming Distribution

Reviews distribution for information and initiates the necessary action.

b. Reviews Outgoing Distribution as required.

Reviews outgoing correspondence for completeness and accuracy and signs

c. Reviews Report and Statistical Data

Reviews information contained in reports and statistical data for impact on work center status and to identify possible trends which require management action.

d. Develops Budget Estimate

Prepares input to unit resource manager monitor by researching, evaluating, coordinating, drafting, and forwarding estimates. Includes answering follow-on inquiries on estimate.

e. Inspects Facility

Periodically inspects for housekeeping, safety, fire hazards, or equipment conditions that require attention. This includes time to write report.

f. Investigates Accident or Incident

Investigates ground accident or incident with work center. This includes preparing required Report and associated correspondence.

g. Receives and

Receives visitor, inspector, or other official,

Assists Visiting  
Official

assists visitor to accomplish their purpose;  
escorts visitor in restricted or controlled  
area as required

3. General Administrations

(Typing, routine distribution, filing phone,  
visitor reception, and posting.)

a. Types

Obtains and assembles materials, inserts in  
typewriter, types, separates copies, collates,  
fastens, proofreads, releases to originator,  
and puts material away; Includes the typing of  
a letter, message, report, plan, schedule, or  
roster, enlisted evaluation, officer evalu-  
ation, civilian evaluation, indorsement to  
evaluation, or statistical data.

b. Processes

1) Includes time spent during Distribution  
delivery or pickup, as well as time at the  
pickup points,

2) Processes incoming distribution. Receives  
and opens envelope, reviews for required  
action, marks, and routes distribution.

3) Processes outgoing distribution. Stamps,  
marks, seals, packages, and routes  
distribution.

c. Maintains  
Correspondence

1) Establishes file. Prepares file outline,  
folders, guides, and labels.

2) Files correspondence. Receives material,  
marks, sorts, classifies, inserts in file,  
removes for reference, and refiles.

3) Maintains suspense file. determines need  
for suspense, assigns suspense, posts file,  
reviews file for compliance, reminds individual  
of suspense, annotates file at completion of  
action.

4) Disposes of records. Removes records from file and disposes of them in accordance with AR 340-18

5) Maintains log and register. obtains book or form, makes entry, puts book or form away.

6) Maintains security file. Establishes, posts and changes security record, access documentation, and the list of restricted area badge numbers for work center personnel. Destroys materials as required.

7) Maintains personnel locator file; prepares card or similar record. Posts, changes, and disposes of record as required.

d. Maintains  
Classified  
Material

1) Controls material. Prepares document receipt, routes file, and removes material for referral.

2) Inventories material. Screens file, reviews retention criteria, removes obsolete or unnecessary material.

3) Safeguards material. Opens and closes safe, performs safe area check and changes safe combination.

4) Destroys material. Prepares form, destroys material and annotates record. Includes time of witness.

e. Maintains  
Publication

1) Obtains administrative publications. Receives request, prepares requisition form, obtains authorizing signature, processes and files form.



2) Maintains index. Posts new index, new publication, or change to index.

3) Maintains publication. Posts or files new publication.

- |  |   |
|--|---|
| f. Operates Copying Machine            | Activities associated with operation, copy collation, and maintenance coordination.   |
| g. Maintains Stock of Blank Forms      | Establishes requirements, prepares requisition receives, routes, and controls stock of blank forms.   |
| h. Maintains Bulletin Board            | Removes existing information and posts new information.   |
| i. Maintains Time and Attendance Cards | Records time and attendance information and forwards card.  |
| j. Provides Stenographic Service       | To include taking dictation, minutes, and transcribing notes and recording.   |
| k. Maintains Appointment Record        | Posts calendar or book, coordinates appointment with supervisor, reminds supervisor of pending appointments, and makes changes as required. |
| l. Acknowledges Visitor                | Greets visitor, answers inquiries, and refers visitor to appropriate person or location.  |
| m. Processes ADP Card                  | Receives input data, punches card, verifies punched information, corrects errors, and releases card to originator.                          |
| n. Receives Telephone Calls            | Receives telephone inquiry; routes callers, takes messages, conducts phone business not related to direct tasks.                            |

NOTE: Phone calls related to direct work should be included with the direct tasks.

4. SUPPLY: (Supply and Office Supply.)

- |                                 |  |
|---------------------------------|--|
| a. Processes Equipment Request  | Determines need and authorization for equipment, researches stock number or nomenclature, prepares justification, submits request and takes follow-up action. This includes receiving and returning equipment. |
| b. Conducts Inventory.          | Inventories equipment and supplies on-hand and insures accuracy of records.  |
| c. Maintains Custodian Document | Receives listing form supply, posts changes to changes to records, and resolves inconsistencies.   |
| d. Obtains Expendable Supplies  | Determines need, researches stock numbers, orders, pick ups, and distributes expendable supplies.  |

D. NON-AVAILABLE CATEGORIES

- |             |   |
|-------------|---|
| a. PCS      | Absent from duty to accomplish tasks generated by a permanent change of duty station. Includes in/out processing and family settlement.   |
| b. MEDICAL  | Sick call; hospitalization; physicals; dental and outpatient visits; quarters; emergency room treatments and blood donations.   |
| c. Leave    | Annual; military; administrative; day-off; reemployment leave; cure leave (OCONUS); leave without pay (LWOP); pass; rest and recuperation; sick leave; maternity leave; and home leave. |
| d. Holiday  | Officially recognized days taken.   |
| e. Absences | AWOP; AWOL; desertion; failure to repair;   |

job interviews; and appointments with CPO, EEO, IG.

**f. Miscellaneous**

Civic duties (voting, jury-duty); witnesses for the U.S. Army; union activities; labor strikes (OCONUS); fund drives; social functions; physical fitness and sports activities.

#### IV. STANDARDIZED USM/USA Codes - (UCAPERS)

##### A. Revised Coding System:

<u>CODE</u>	<u>DEFINITION</u>
FBDA	Command, Control, Administration of Veterinary Services
FBDB	Readiness/Training/Continuing Health Education
FBDC	Installation Veterinary Public Health/Liaison Activities
FBDG	Indirect Time Categories supporting military mission
FBDE	Sanitary Inspection of On-installation Subsistence Facility
FBDI	Sanitary Inspection of Civilian Food Establishment
FBDJ	CL 1/CL 2 Subsistence Inspection
FBDK	Class 3 Subsistence Inspection/Origin Dairy Program
FBDL	Commissary/Installation CL 4 or 5 Subsistence Inspection
FBDM	Commissary/Installation CL 6/7/9 and other Food Inspections
FBDN	Commissary Salvage Inspections/On-site Useability Determinations
FBDP	Class 8 Subsistence Inspections
FBDQ	Quality Audit/Special Audit/ALFOODACT Subsistence Inspections
FBDR	Depot CL 4 or 5 Subsistence Inspections
FBDT	Depot CL 6/7/9 and other Food Inspections
FBDU	Supply Point CL 4 or 5 Subsistence Inspections
FBDV	Supply Point CL 6/7/9 and other Food Inspections
FBDW	Bite Report/Quarantine Activities
FBDX	Outpatient/Immunization Activities for Companion Animals
FBDY	Impoundment Activities/Disposal Activities
FBDZ	Inpatient Activities
	Preventive Veterinary Medicine Activities/Wildlife Activities
	Telephone Reception/Assistance/A&D Activities
	Animal Facility Sanitary Inspections/Public Animal Support
	Nonappropriated Fund Activity Functions
	Ancillary Support Services/X-Ray/Lab for Animal Health Care

##### B. ADMINISTRATIVE NOTES:

1. Other USAPERS categories that are available from the standard codes used by the MEDDAC/MEDCEN may be used by test sites in addition to the above veterinary specific codes for reporting within veterinary technical channels.
2. Under the FY 86 UCAPERS Reporting Program, for the MEDDAC/MEDCEN, group the above codes as follows: FBDA thru FBDF would be grouped as FBDA; FBDG thru FBDQ would be grouped as FBDB; and FBDR thru FBDZ would be grouped as FBDC.
3. Definitions are provided in Section III of this appendix.
4. Additions and/or deletions to the above codes cannot occur unless advanced authority is granted by HSVS-P, HQ, Health Services Command.

V. STANDARDIZED TDA - VETERINARY SERVICES

A. Currently: 861 is Office of the Deputy Commander for Veterinary Services  
862-899 is all other Veterinary Branches/Paragraphs/Sections

B. SYSTEM EFFECTIVE WITH 0187 TDA WILL FOLLOW THE FOLLOWING GUIDANCE:

1. Use an alpha designator in position four of the paragraph/line code to designate the predominant type duties of the Branch/Paragraph/Individual.

Specifically: ...A Animal

...C Commissary

...D Deport

...F Food at Origin

...M Mixed Missions

...N Nonappropriated Fund Subsistence

...P Post, Camp, Station, Installation

...S Supply Point

...T TISA

...W Working Dogs/Government Animals (only)

2. Utilize the Remarks coding (right hand column) for identification of military/other service supported majority of duty time, if other than Army.

Specifically: ...VB Air Force

...VD DLA

...VF Federal Agencies not within DoD

...VG Governmental Agencies of State or Local

...VJ Joint Service Support (non-Army)

...VM Marine

...VN Navy

...VS Other DoD Agencies

3. These categories balance against future UCA/USM changes and allow better cost management and easier reporting of equitable services to inquiries.

4. Changes to the above codes are not permitted without written approval of HQ, HSC, ATTN: HSVS-P. Recommendations for modifications are encouraged and requested, sent to the same office.

#### VI. REVISED STAFFING GUIDES

A. The integration of the various elements of the veterinary service manpower management model is well illustrated by the three-axis matrix (figure 3-2) utilized for adjusting the weighting factors of the newly revised staffing guides.

B. The concept of determining the manpower requirements by looking at demand factors is logical, but relatively new to the military. It must be remembered that requirements are the manpower strengths needed if all facets of the mission are properly and totally performed by average personnel to a 100% completion satisfaction level. Staffing Guides do not provide authorizations, grades, or personnel; they only provide the target for manpower requirements.

C. The following staffing guides are not yet "DA official", but they are approved for Veterinary Service technical testing within HSC. They must be used after not less than 180 days data accumulation by the UCAPERS system, to allow the three-axis computer matrix.

OFFICE OF THE DEPUTY COMMANDER

<u>ITEM</u>	<u>WEIGHTING</u>
# of personnel required	1/1 person
# of on-installation sanitarries	1/10 sites
# of off-installation sanitarries	1/30 sites
# of geographically separate installations with VC/91R/ 91T personnel assigned to them	1/staffed site
# of committees/boards as member	1/7 com/bd

STAFFING RATIOS

Ofc of DCVS Units/ Manpower Rqrmt			4-29	30-50	51/70	71-90	91-above
GRADE			3	4	4	5	*a 6
VC	64B	06/05			1	1	1
VC	64A	04/03	1	1		1c.	1c.
WO	051A	CW02/CW03	b.			d.	d.
NCO	91R50	E9					1
NCO	91R50	E8			1	1	
NCO	91R40	E7	1	1			
OPN NCO	91R40/30	E7/E6		1	1		2
Sec	GS-312	05/04	1	1	1	1	1

- \*a. Also, Area Consultant responsibilities as assigned MACOM for subordinate or sub elements of lateral commands.
- b. May substitute CWO for VC if MACOM decides primary duties are subsistence related and adequate attending animal health care professional support is readily available from a lateral unit.
- c. Operations Officer.
- d. CWO may be substituted for VC Operations Officer upon MACOM approval.

# BR HQ WORKLOAD

## ITEM

## WEIGHTING

# of personnel required at subordinate sections	1/1 person
# of on-installation sanitarie	1/10 sites
# of off-installation sanitarie	1/30 sites
# of dairies supported for dairy wholesomeness assurance program	1/6 sites
# of geographically separated duty sites	1/staffed duty site

## STAFFING RATIOS

Br HQ Units/			3-20	21-50	51-above
Manpower Rqrmt		Grade	2	3	3
Vc	64A	O2/3	1	1	1
WO	051A	WO1	a	a	a
NCO	91T40/91R40	E7			1
NCO	91T30/91R30	E6	1	1	
Sec/Clk-Typist	GS-312	GS-4/5		1	1

- WO will replace VC if subordinate elements have no animal health care mission.
- Origin inspection (procurement) requirements will be staffed based on the MACOM veterinarians assessment of the specific mission requirements.
- When requirement increases due to dairy wholesomeness program, an enlisted food inspector (E-5) will be identified as an additional requirement.
- At least three separate installations must be staffed and supervised by the Branch OIC/NCOIC to warrant use of this table.



### ADPAC WORKLOAD

<u>Item</u>	<u>Weighting for ADPAC Units</u>
# MWD ASGN	1/1 MWD
# Public AN(NON-MWD) ASGN (NON-LAB AN)	1/3 an
# quarters on installation (w/o animal restriction)	1/50 qtrs
# Active duty dependent population in Health Care Catchment Area	1/1000 people
# An fac rqrng Sanit Insp	2/1 fac
# ADPAC Travel Requirements in R.T. miles/mo	1/60 mi
# Bite Report/mo	1/1 B.R.
# Cages/kennels/runs/paddock/stalls under ADPAC control	1/2 c/k/r

### STAFFING RATIOS

ADPAC Units / Manpower Rqrmts			30 / 1	100 / 2	155 / 4	210 / 6	265 / 7	CIV EQUIV
		GRADES						
VC Off	64A	O-2/3	a	a	1	2	2	GS-701
An NCO	91T30	E-6	d	d	d	1	1	GS-704
An Spec	91T20	E-5	1	1	1	1	1	GS-704
An Spec	91T10	E-4			1	1	2	GS-704 WG-7706
An Spec	91T10	E-3		1	1	1	1	WG-7706

- a. VC officer available from DVA/Br headquarters
- b. Wildlife Activities - if greater than 50% of one man year is obligated to wildlife activities, additional requirements must be identified.
- c. MWD Training/Centers staffed per recommendation of MACOM veterinarian processing.
- d. NCO substitution required in geographically isolated site more than 50 miles from the attending VC, or on Navy/Marine Corps installations.

COMMISSARY FOOD INSPECTION MISSION/WORKLOAD

<u>ITEM</u>	<u>WEIGHTING FOR COMMISSARY UNITS</u>
Number of line items stocked	1/2000 line items
Number of commissary annexes located on same installation	.5/1 annex
Number of commissary annexes not located on same installation	1/1 annex
Perishable warehouse not co-located with main commissary store (d)	.5/1 whse
Semiperishable warehouse not co-located with main commissary store (d)	.5/1 whse
Number of laboratory samples prepared and submitted	.5/40 lab samples

STAFFING RATIOS

COMMISSARY UNITS / MANPOWER			1/ 1	2/ 2	3/ 3	4/ 4	5/ 5
		GRADE					
Food Insp NCO	91R30	E-6	a	a	a	a	1
Food Insp SP	91R20	E-5	1	1	1	1	1
Food Insp SP	91R10	E-4			1	1	1
Food Insp SP	91R10	E-3		1	1	2	2

- When assignment is at a Navy or Marine Corps Commissary located at other than the DVA, or branch office, the minimum grade of the inspector in charge will be an NCO.
- If NAF activities are supported, utilize NAFA table for supplemental staffing.
- Baseline staffing should be projected to the following as the minimum manpower for the size commissary:
  - under 0.2 million dollar sales monthly \_\_\_\_\_ 1
  - 0.2 - 0.8 million dollar sales monthly \_\_\_\_\_ 2
  - 0.8 - over million dollar sales monthly \_\_\_\_\_ 3
- Consolidated Commissary Warehouse that supports 2 or more commissaries should be staffed IAW Depot Workload Table.

# ISSUE ACTIVITY FOOD INSPECTION MISSION/WORKLOAD

## ITEMS

## WEIGHTING FOR TISA UNITS

Average daily head count for the installation

1/2000 personal  
(5 ≥ 10,000)

Semiperishable warehouse not co-located with perishable warehouse

.5/1 whse

Number of laboratory samples prepared and submitted

.5/40 lab samples

Number of warehouses/annexes located on different installations

1/1 whse/annex

Inspection support provided for Class 1 subsistence emergency supplies maintained at unit level

.25/40 sites supported

Number of ships supported (Navy and/or Coast Guard)

b

## STAFFING RATIO

Issue Activity Weighted Units / Manpower Rqrmt			1/1	2/2	3/3	4/4	5/5
	CODE	GRADE					
Food Insp NCO	91R30	E-6	a	a	a	a	1
Food Insp SP	91R20	E-5	1	1	1	1	1
Food Insp SP	91R20	E-4			1	1	1
Food Insp SP	91R10	E-3		1	1	2	2

- When assignment is at a Navy or Marine Corps, issue activity located at other than the DVA or branch office, the minimum grade of the inspector in charge will be an NCO.
- When inspection support is provided to Navy and/or Coast Guard vessels, additional staffing for the responsible office will be based on DCVS appraisal and justification
- If NAF Activities are supported, utilize NAFA table for supplemental staffing.

# NONAPPROPRIATED FUND ACTIVITY (NAFA) FOOD INSPECTION MISSION/WORKLOAD

## ITEM

## WEIGHTING FOR NAFA UNITS

Inspection support provided to one or more NAFAs. (AAFES, Navy Exchange, Club, Bowling Alley, etc.)

.5/8 NAF Actv

Inspection support provided to an Army Air Force Exchange Service (AAFES) semiperishable subsistence general merchandise distribution activity (GMDA).

.25/1 AAFES Actv

Inspection support provided to an AAFES

.50/1 AAFES Actv

In plant (origin) processing inspection support is provided

a

## STAFFING

NAFA WEIGHTED UNIT MANPOWER RQRMT			1/1	2/2	3/3	4/4	5/5
	CODE	GRADE					
1. Food Insp NCO	91R30	E-6					1
2. Food Insp SP	91R20	E-5			1	1	1
3. Food Insp SP	91R10	E-4	1	1	1	1	1
4. Food Insp SF	91R10	E-3		1	1	2	2

- a. When origin inspection support (Class 8 processing inspection) is provided sites will be staffed based on MACOM Veterinarian appraisal. Minimum grade of assigned inspection personnel will be E-5.

# SUPPLY POINTS WORKLOAD

## ITEM INSPECTION ITEM

## WEIGHTING/UNITS

### 1. # of line items received

TROOP ISSUE	1.25/line item
DICOMMS/BRAND NAME RESALE (BNR) (CHILL & FREEZE)	.33/line item
CLASS 8 (NONPROCESSING)	.33/line item
FF&V LOCAL PROCUREMENTS	
Previously USDA inspected	.10/line item
Not previously USDA inspected	.33 line item

### 2. # of line items received Class 5

TROOP ISSUE	.50/line item
DICOMMS/BNR	.25/line item

### 3. # of line items issued (Class 6, 7 or 8)

TROOP ISSUE	.01/line item
DICOMMS/BNR	.01/line item
FF&V	.01/line item
Class 8 (nonprocessing)	

### 4. # of Cyclic Inspections Requested (by lot) Class 8 non-processing or Class 9

MANUAL SYSTEM	1/cyclic insp request
AUTOMATED SYSTEM	.75/cyclic insp request
FRESH FRUITS AND VEGETABLES	.20/insp request

## STAFFING RATIOS

FOOD INSPECTION UNITS/MANPOWER RQRMNT			360- 720	880- 1040	1200- 1360	1520- 1630	1840- 2000	2160- 2320	2480- 2640
GRADES			/4	/6	/8	/9	/12	/14	/16
	0514A	WO/CWO	a	a	a	a	1 <u>b</u>	1 <u>b</u>	1 <u>b</u>
Fd Insp NCO	91R40	E-7				1	1	1	1
Fd Insp NCO	91R30	E-6	1	1	1	1	2	2	2
Fd Insp Spec	91R20	E-5	1	1	2	2	2	3	3
Fd Insp Spec	91R10	E-4	1	2	2	2	3	3	4
Fd Insp Spec	91R10	E-3	1	2	3	2	3	3	4
Clerk Typist	71L10	E-4				1	1	1	1
	00322	GS-4							
QUAL AUDITOR	91R3077	E-6							
	1960	GS-9	c/	c/	c/	c/	c/	c/	c/

- VC/WO/CWO support from the Br HQ/Ofc of the DCVS.
- When a supply point and depot are located such that effective officer supervision can be provided to both sites by one officer only, one will be required for both
- 1 additional for each audit site.

# DEPOT WORKLOAD

## FOOD INSPECTION ITEMS

## WEIGHTING FOR INSP. UNITS

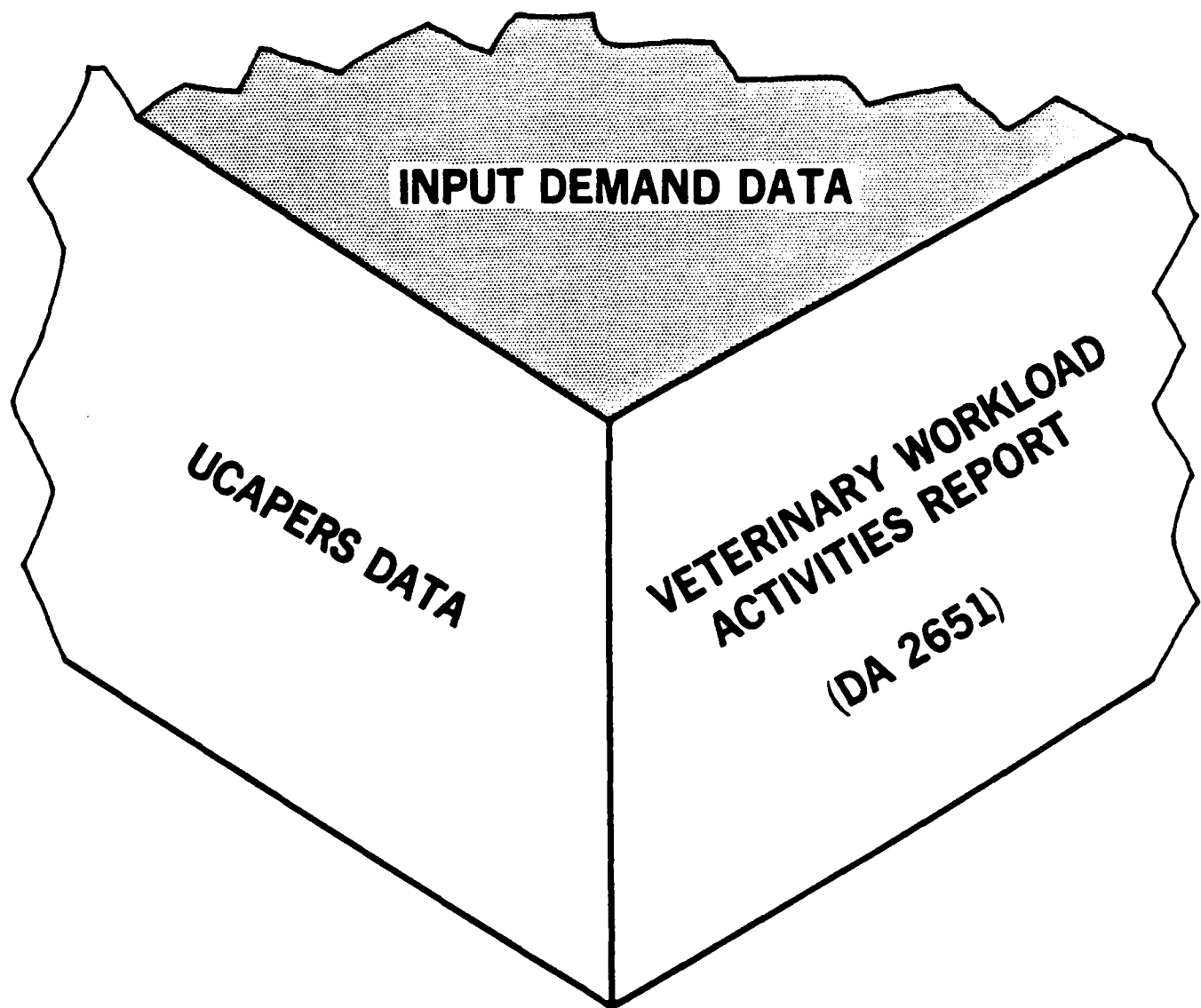
1. # of line items received
  - CL4 TROOP ISSUE 1.25/line item
  - CL4 Dicomss/Brand
  - NAME RESALE (BNR) .30/line items
  - CL8 (NONPROCESSING)
2. # of line item received (CL 5)
  - TROOP ISSUE 1/line item
  - Dicomss/Brand
  - NAME RESALE
3. # of line items shipped (CL 6, 7 or 8)
  - TROOP ISSUE .01/line item
  - Dicomss/BNR
  - Class 8 (NONPROCESSING)
4. # of cyclic inspections requested (CL 9 or CL 8 nonprocessing)
  - CL8/9 MANUAL SYSTEM 1/cyclic insp request
  - AUTOMATED SYSTEM .75/cyclic insp request
5. # of lots requiring laboratory testing 1.5/lot requiring lab test

## STAFFING RATIOS

FOOD INSPECTION UNITS/ MANPOWER REQ	GRADE	360- 720/ 4	880- 1040/ 6	1200- 1360/ 8	1520 1630/ 9	1840 2000/ 12	2160- 2320/ 14	2480- 2640/ 16
WO in charge	WO/CWO	a	a	a	a	1 b	1 b	1 b
Fd Insp NCO 91R40	E-7				1	1	1	1
Fd Insp NCO 91R30	E-6	1	1	1	1	2	2	2
Fd Insp Sp 91R20	E-5	1	1	2	2	2	3	3
Fd Insp Sp 91R10	E-4	1	2	2	2	2	3	4
Fd Insp Sp 91R10	E-3	1	2	3	2	3	3	4
Clk Typist 71L10	E-4				1	1	1	1
00322	GS-4							
QUAL AUDIT 91R30D	E-6	c/	c/	c/	c/	c/	c/	c/

- a. VC/WO support from Br HQ/Ofc of the DCVS.
- b. When a supply point and depot operation are located such that effective officer supervisor can be provided to both sites by one officer, only one will be required for both.
- c. 1 additional for each site.

## STAFFING GUIDE WEIGHTING FACTOR MATRIX



**THREE-AXIS MATRIX**

## **APPENDIX L**



### LIST OF REFERENCES

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